



STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
DIVISION FOR BEHAVIORAL HEALTH

Lori A. Weaver  
Commissioner

Katja S. Fox  
Director

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April 18, 2024

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into a project agreement with Slalom, Inc. (VC#318836), Boston, MA, utilizing Statewide contract 8002977 under the Department of Administrative Services Statewide Master Agreements for **Salesforce Professional Services** in the amount of \$814,926 for the purpose of creating the Bureau of Mental Health Services Housing Application Platform, effective upon Governor and Council approval through June 30, 2025. 100% Federal Funds.

The original Salesforce Professional Services contract was approved by Governor and Council on October 13, 2021, item #99 and most recently amended with Governor and Council approval on March 27, 2024, item #76.

Funds are available in the following account for State Fiscal Years 2024 and 2025, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

**05-95-92-922010-41200000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF MENTAL HEALTH SERVICES, MENTAL HEALTH BLOCK GRANT**

State Fiscal Year	Class / Account	Class Title	Job Number	Total Amount
2024	102-500731	Contracts for Prog Svc	92254120	\$174,627
2025	102-500731	Contracts for Prog Svc	92254120	\$640,299
			<b>Total</b>	<b>\$814,926</b>

**EXPLANATION**

The purpose of this request is for the Contractor to create a Salesforce solution for automating the housing application and management process for the Bureau of Mental Health Services (BMHS) to more efficiently process housing applications.

The Contractor will create a solution that will enable the ability to collect and manage client housing applications and data; increase efficiencies; track progress of client housing experience

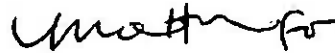
from application to receipt of permanent housing voucher; generate reports; and maintain historical records and interactions between the Department and mental health service providers.

The Department selected the Contractor through a competitive bid process using a Request for Quotations (RFQ). Four (4) responses were received and reviewed by a technical review team. This was not a low-cost award; the selected Contractor received the highest combined technical and cost score. The Scoring Sheet is attached.

Source of Federal Funds: Block Grants for Community Mental Health Services, Assistance Listing Number #93.958, FAIN #B09SM089640.

The Department of Health and Human Services, Division for Behavioral Health, requests approval of this project with Slalom, Inc.

Respectfully submitted,



Lori A. Weaver  
Commissioner

**New Hampshire Department of Health and Human Services  
Division of Finance and Procurement  
Bureau of Contracts and Procurement  
Scoring Sheet**

Project ID # **RFQ-2024-DBH-01-APPLI**  
 Bureau of Mental Health  
 Services Housing Application  
 Project Title **Platform**

	Maximum Points Available	Brite Systems, Inc.	MTX Group, Inc.	Stalom, Inc.	Spruce Technology, Inc.
<b>Technical</b>					
Ability to meet Mandatory Expertise or Contractor Qualifications	200	180	120	180	180
Ability to meet Key Staff Required with Subject Matter Expertise	200	170	120	180	180
Ability to meet Project Deliverables and Milestones	300	220	180	260	230
<b>Subtotal - Technical</b>	<b>700</b>	<b>570</b>	<b>420</b>	<b>640</b>	<b>570</b>

If a Vendor fail to achieve the minimum Technical score of 300 points stated within the RFQ, it will receive no further consideration from the evaluation team and the Vendor's Cost Proposal will remain unopened.

Cost					
Vendor Cost	300	300	213	268	264
<b>Subtotal - Cost</b>	<b>300</b>	<b>300</b>	<b>213</b>	<b>268</b>	<b>264</b>
<b>TOTAL POINTS</b>	<b>1000</b>	<b>870</b>	<b>633</b>	<b>908</b>	<b>834</b>
<b>TOTAL PROPOSED VENDOR COST</b>		<b>\$877,760</b>	<b>\$1,233,830</b>	<b>\$984,000</b>	<b>\$996,107</b>

Reviewer Name
1. <b>Jamie Kelly</b>
2. <b>Ernest Gillan</b>
3. <b>Michael Williams</b>
4. <b>Tanja Godtfredsen</b>

Title
<b>Housing Program Manager</b>
<b>Deputy Director, Info. Services</b>
<b>DHHS IT Lead</b>
<b>Busn. Administrator III</b>



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**Denis Goulet**  
*Commissioner*

April 11, 2024

Lori A. Weaver, Commissioner  
Department of Health and Human Services  
State of New Hampshire  
129 Pleasant Street  
Concord, NH 03301

Dear Commissioner Weaver:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract with Slalom, Inc., as described below and referenced as DoIT No. 2024-049.

The purpose of this request is to provide the creation of the Bureau of Mental Health Services Housing Application Platform.

The Total Price Limitation will be \$814,926, effective upon Governor and Council approval through June 30, 2025.

A copy of this letter should accompany the Department of Health and Human Services' submission to the Governor and Executive Council for approval.

Sincerely,

A handwritten signature in black ink that reads "Denis Goulet".

Denis Goulet

DG/jd  
DoIT #2024-049

cc: Michael Williams, IT Manager, DoIT

15 December 2023

# State of New Hampshire

RFQ # 396-24 - Bureau of Mental Health Services Housing  
Application Platform

State of New Hampshire  
Department of Administrative Service  
Bureau of Purchase and Property  
25 Capitol Street, Room 102  
Concord New Hampshire 03301

Slalom, Inc.  
399 Boylston St #1000  
Boston, MA 02116  
(617) 316-5400

**slalom**

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# 1 Introduction

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The State of New Hampshire (SoNH) Department of Health and Human Services (DHHS), Division for Behavioral Health, Bureau of Mental Health Services (BMHS) have an imperative to meet the conditions of the landmark Community Mental Health Agreement (CMHA) and its responsibilities for supported placement and care of patients experiencing psychiatric emergencies in community mental health treatment centers and housing facilities.

DHHS BMHS has successfully processed approximately 600 housing applications and is actively managing 150 pending applications using e-mail-based, manual processes. To process the remaining pending applications and effectively managing BMHS housing applications going forward, SoNH and DHHS require an operationally and economically efficient long-term Salesforce Public Sector-first solution. NH-DHHS's future BMHS Housing Application platform will ensure involuntary emergency admission patients (IEA) receive the life-saving care and supportive housing assistance they critically need.

Our expertise and approach includes several key differentiating factors:

- **Slalom's Accommodation Connection Salesforce Accelerator.**

Slalom's Salesforce Public Sector Foundations (PSF)<sup>1</sup> housing solution is built from successful Salesforce accommodation case management solution implementations for public health systems and institutions. It provides a proven blueprint and configurable framework to support healthcare housing and bed management use cases for public health and human services agencies. It ensures we can build and deploy DHHS BHMS' solution efficiently and cost effectively while ensuring the conditions of the Community Mental Health settlement are met.

- **Our Salesforce Government CRM expertise and deep Salesforce's Public Sector Solutions (PSS<sup>2</sup>) implementation experience**

Our Salesforce PSS-certified experts and CRM consultants are experienced in delivering PSS solutions and platforms to state agencies across the Northeast and North America. They deeply understand how to build and deploy solutions for public health agencies where supported housing and bed management, tracking, and reporting is done with internal and external community health organizations and partners. Our Salesforce experts know how to build the right technical features aligned to public health business operations and ways of working that establish efficient and effective collaboration channels facilitating clear communication between state HHS agencies and external community health centers, users, and public constituencies.

- **Our consultants live and work in New England and bring Salesforce best-practice solutions from across the globe.**

Our consultants live and work across New England. They are actively helping local and national healthcare organizations deal with the lack of public health services and accommodations for critical patient populations. Their experience supporting internal administrative and external community health teams enables our

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<sup>1</sup> Public Sector Foundations (PSF) is Public Sector Solutions (PSS).

<sup>2</sup> PSS reflects the phrasing found in current Salesforce industry materials. In this RFQ response, the terms are used interchangeably.

consultants to bring lessons learned and Salesforce best practices to build the right Housing application platform for DHHS BMHS.

We are confident our proposed BMHS Housing Application solution will support NH-DHHS with:

- Improved housing and bed management efficiencies and processes
- On-demand and accurate housing, bed, and patient care facility tracking and reporting,
- Increased speed and availability of patient housing, bed, and patient care services
- Improved Coordination between internal healthcare organizations and staff with external community healthcare organizations, providers, and treatment centers

We recognize the critical importance of this work for SoNH, DHHS BMHS and mental health services continuum of care for NH patients and communities. We are eager to be your vendor and look forward to collaborating with your team to further discuss our proposal for NH-DHHS BMHS Housing Application platform.

## 1.1 Slalom's Experience

Slalom is a purpose-led, global business and technology consulting company. From strategy to implementation, our approach is fiercely human. In eight countries and 45 markets, we invest in deeply understanding our clients—and their constituents—to deliver practical, end-to-end solutions that drive meaningful impact. Backed by close partnerships with over 400 leading technology providers, our 12,000+ experts help people and organizations dream bigger, move faster, and build better tomorrows for all. We are honored to be consistently recognized as a great place to work, including nine consecutive years as one of Fortune's 100 "Best Companies to Work For," the Boston Globe "Top Places to Work," and the Boston Business Journal "Best Places to Work."

Slalom has a record of helping state, city, county, and federal agencies engage constituents, modernize systems, and streamline processes. We have worked with more than 25 states, including implementing Salesforce applications for 12 different states and five different transportation agencies. Across Slalom we have delivered 3,400+ projects for 150+ public sector clients. Our work spans all aspects of state and local government, including working with the Massachusetts Department of Transportation (MassDOT) to build solutions for Aeronautics, Correspondence Management, Governance, and Legal Case Management.

At Slalom, personal connection meets global scale which means for DHHS BMHS, we bring the best of our local and global expertise. Our local Boston office includes nearly 400 consultants with expertise in Salesforce, training and change management, data and analytics, business transformation, process and experience design, and application development.



We love our clients, and our clients love us as evidenced by our 4.9/5 customer satisfaction rating across all our Salesforce implementations. In 2022, our public sector industry had the highest Customer Love score - a quantitative measure of how we are doing with our clients, scored across ten metrics ranging from doing what is expected to helping clients transform. Our clients tell us that we are truly helping.



Slalom has been a Salesforce partner for over 15 years, serving public and private sector clients. We have proudly earned Salesforce Platinum Consulting Partner status - the top Salesforce partner status available. Even among the elite group of Platinum partners, Slalom holds special distinctions that demonstrate our depth and breadth of Salesforce experience:

- We are Salesforce's #1 Partner Globally for the first half of 2023.
- We are consistently a Top 5 partner for the Public Sector.
- We have achieved Salesforce Navigator Expert Status for Public Sector and five other capabilities. This means that Salesforce has recognized Slalom as a partner who can handle the largest and most complex projects and that we have consistent delivery quality as measured by customer satisfaction scores from our own clients.
- We sit on Salesforce Partner Advisory Boards and provide input into the Salesforce product roadmaps.
- We are a Salesforce Military Alliance partner and a part of the Hiring our Heroes Salesforce Fellowship program.
- We are a seven-time Partner of the Year with Tableau with 1,800+ certified consultants.

Slalom is designed to deliver the full suite of services needed for successful technology implementation, including:

- **Project Management.** Slalom's largest capability is Delivery Leadership, a group dedicated to delivering technology programs that have supported thousands of programs overall and hundreds in the public sector. We run our own technology implementation initiatives and are trusted to run our clients' most strategic programs. Our technology programs are successfully guided by Agile methodology focusing on adherence to Scrum Agile principles and milestones to meet business requirements defined to for the minimum viable product. We have developed several programs to support our continued pursuit of excellence, including our Salesforce Delivery Framework (i.e., how we consistently deliver Salesforce programs from proper discovery to design to implementation and change), our Delivery Center of Excellence (i.e., how we set up our programs with organizational and role clarity, clear communication and management of risks and decisions, and measured progress), and a Delivery Excellence Framework (i.e., how we select the right people to oversee and be accountable for the program and partner with our clients to succeed).
- **Business Analysis.** The key to any successful technology implementation program starts with our ability to understand the business needs in addition to the near term and long-term objectives. For Slalom, our Business Value Enablement capability is centered around our ability to elicit requirements through various channels, including collaborative workshops, stakeholder interviews, evaluation of current state process flows and identification of existing pain points. This collaborative research allows us to understand where there are opportunities for efficiencies, and ultimately draft the ideal future state process flows that maximize value and adhere to relevant regulatory components. With business requirements clearly defined, our team of business analysts can more easily bridge the gap between business stakeholders and technology teams to ensure the implemented solution is aligned with the business's goals and objectives.
- **Training and Change Management.** Technology initiatives are more than implementations. They are an opportunity to transform and enable new ways of operating. Our Organizational Effectiveness (OE) capability develops change

strategies that feel personalized yet scale. We assess change readiness, impacts, and learning needs and then design and deliver persona/role-based learning journeys. We think through organizational issues, identify 'what's in it for me' for the user, and deliver training that drives successful adoption.

## 1.2 Slalom's Qualifications

Below are three client stories that demonstrate Slalom's experience with Salesforce PSF:

### **Enabling Affordable Housing Compliance Monitoring & Automation**

Inaccurate and unreliable data made it nearly impossible to track and report on the initiatives this organization was driving. The client wanted to empower their existing Salesforce instance with the ability to track all housing programs in the city and report on trends, daily activities, complaints, and other important metrics. With this municipality seeing an incredible boom, urban and suburban growth, their current set of tools and framework was becoming increasingly ineffective.

Slalom helped plan and deliver a three-phase project which spanned eleven months.

- **Phase 1:** Migration of Affordable For-Sale Housing inventory to Salesforce. Enhanced business processes for the Compliance team.
- **Phase 2:** Migration of Affordable Rental unit compliance processes to Salesforce. Enhanced reporting capabilities for partners, including online forms and community.
- **Phase 3:** Onboarding of Programs and Policy group to Salesforce. Includes detailed reporting capabilities through the Salesforce Community.

Slalom delivered above and beyond expectations transitioning 55 users from Excel to Salesforce, tracking over 2,000 compliant units and creating 90% out-of-the-box functionality solutions for powering daily activities.

### **Bringing care to the most vulnerable communities**

In preparation for an influx of COVID-19 patients, the public health department of a major US city planned to leverage 7,000 vacant hotel rooms to house the city's homeless, first responders, and other vulnerable populations. Unfortunately, this new supply would overwhelm the city's capacity to manage it.

The client contacted Slalom with an urgent need - design a solution that will enable us to match vulnerable populations with temporary care facilities to help prevent the spread of COVID-19 in our communities.

Within a day, Slalom designed and proposed a Salesforce-based solution to the client. The Slalom team was able to take the solution requirements and build a tool that would solve this challenge for *any* client in *any* locality.

Built on Salesforce Community Cloud and Service Cloud, the HIPAA-compliant tool provides digital intake and triage workflows, inventory management of beds and accommodations, and real-time dashboards and reports on available capacity.

A cross-functional team of 40 Slalom consultants and developers worked in nonstop shifts over five days to create the COVID-19 Triage & Placement Solution, a tool designed to help local healthcare community's intake, triage, and assign care in accommodations outside of hospitals to those who need it most.

### **Deploying volunteer healthcare professionals to California's COVID hotspots**

The CA Health Corps initiative was designed to meet the increasing demand for healthcare professionals brought on by the COVID-19 pandemic. But the state lacked the ability to manage, maximize and track involvement.

In just seven days - leveraging native functionality within Salesforce - Slalom developed a fully functional and intuitive Participant Tracking and Management platform to help CA Health Corps maximize its volunteers' efforts.

Within the first week, 81,879 participants had filled out a formal application. California has since been able to effectively triage and manage the deployment of over 70k Health Care professionals in the CA Health Corps program with a quick and functional solution.

## 2 Key Staff and Subject Matter Expertise

**Table 1** reflects the experience of representative resources we have available to staff the DHHS BMHS Housing Application Platform engagement. The table includes the names of the resources and a summary of experience and skills. Please see the Appendix for representative team member resumes.

**Table 1 - Representative Staff and Relevant Experience**

NAME	ROLE	RELEVANT EXPERIENCE
<b>Technical Resources</b>		
<b>Mike Snively</b>	Solution Architect	With over 13 years of experience, Mike has led and delivered several impactful Salesforce CRM initiatives for the public sector. Most recently, he was responsible for defining, designing, and implementing an enterprise CMS for POSTC. The solution, built on Salesforce PSF, drove transparency with the law enforcement community and the broader public. Mike worked closely with key Commission personnel and law enforcement to translate legal regulations into procedures and best practices. Mike holds 6 Salesforce certifications, including the PSF Accreditation.
<b>Darby Drake</b>	Salesforce Developer	Darby has extensive experience within the public sector, dating back to her undergraduate degree in public policy, planning, and development, which has been applied to her Salesforce implementation experience with PSS. She is knowledgeable with Copado, being able to deploy and troubleshoot independently, and support others. She is also a Salesforce DocuSign eSignature SME, with the ability to oversee the entire lifecycle and implement envelope configurations.
<b>Jack Gorman</b>	Salesforce Developer	Contributed to the design and implementation of a constituent-facing Salesforce Experience Cloud site and the underlying infrastructure to centralize and streamline the application process for municipal grant procurement. Configured integrations and installed packages for efficiency in e-signature and document sharing. Provided demonstrations of configured functionality and implemented changes based on stakeholder feedback. Provided expertise in security and access, automation, and declarative configuration with the PSS package.
<b>Program Management Resources</b>		
<b>Trish O'Neill</b>	Project Manager / Scrum Master	PMP Certified, Trish brings 8 years of experience in leading technology implementation and assessment programs. Her public sector experience includes serving as the Project Manager and Scrum Master for Slalom's recent Salesforce program at MA POSTC, leading the implementation of a Salesforce Community Portal used to track certifications and standards for police officers across the Commonwealth. Prior to that, she has served as Engagement Lead, Solution Owner, and/or Scrum Master for Slalom's large Salesforce programs across a variety of industries. She is a seasoned consultant in managing complex software delivery and brings expertise in Business Analysis and Quality Assurance to drive success for her clients.

NAME	ROLE	RELEVANT EXPERIENCE
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<b>Andy Meigs</b>	Quality Lead	Andy has led all aspects of Quality Assurance for large, complex initiatives across multiple workstreams from in-sprint functional testing through integrations testing, data migration, and user acceptance testing. He is experienced at spinning up QA teams from scratch and coaching agile teams to build quality in each step of the process. Andy is Scrum Master (PSM) Certified and brings a strong Business Analyst mindset to his engagements.
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<b>Cormac Malley</b>	Business Analyst / Quality Analyst	As a Certified Salesforce Administrator, Cormac brings technical expertise to the Business Analyst / Quality Assurance Analyst role. Cormac served as the BA/QA Lead for Slalom's recent Salesforce program at MA POSTC and MassDOT managing the creation and refinement of a backlog of user stories in Jira and ADO. He is skilled at requirement elicitation and gaining a deep understanding of the business needs. Cormac is a team-oriented, collaborative individual, working closely with both technical and functional resources to ensure development meets the needs of the business. He has experience working to guide the business to identify Salesforce functionality that can improve the business processes and realize efficiencies from the current state processes.
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**Training Resources**

<b>Andrew Bunyard</b>	Training Lead	Andrew brings 9+ years of experience leading change and training efforts for technology adoption initiatives. His public sector experience includes 6 projects across multiple states, including work on Integrated Eligibility Systems (IES) in Rhode Island, Massachusetts, and Michigan, as well as a data analytics platform implementation for the State of New Hampshire Department of Health and Human Services. In addition to public sector experience, Andrew served as Change and Training Lead on a multi-national Salesforce-based CRM and customer portal implementation for a global medical device company.
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<b>Kathleen Hughes</b>	Training Consultant	Kathleen has extensive background in learning strategy, development, delivery and change management, including 5+ years of public sector experience delivering change management for a core system implementation at the Massachusetts Registry of Motor Vehicles. She is a Certified Professional for Learning and Performance (CPLP).
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**Technical Subject Matter Expertise**

<b>Ryan Dowski</b>	Public Sector Solutions SME	With over 12 years of Salesforce experience, 6 years of consulting experience, and 3 certifications, Ryan specializes in the Government and Public Service sector helping client implement and enhance their Salesforce instances. Ryan oversaw and led multiple projects and workstreams with State clients focused on PSF, custom Service Cloud and Experience Cloud implementations. Ryan has extensive knowledge of public sector, Salesforce best practices, and Agile.
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## 3 Technical Solution

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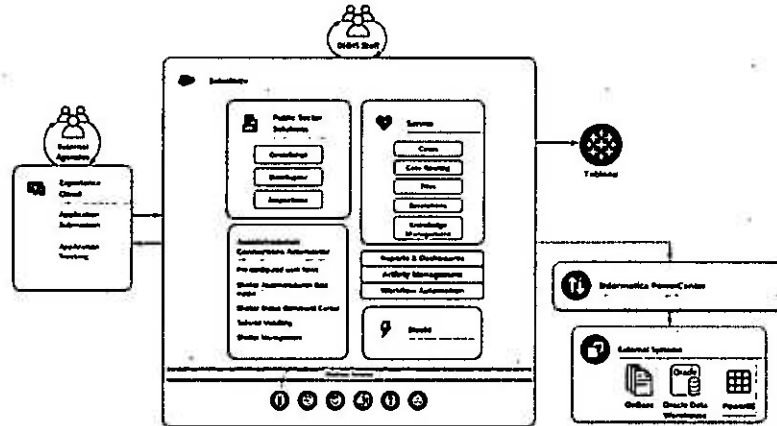
### Our Recommended Solution

Based on the SoNH DHHS BMHS's request to efficiently enable a solution to collect and manage housing applications and data, increase visibility and transparency, and improve operational efficiency through automation, we recommend leveraging Salesforce Public Sector Solutions (PSS) with Slalom's Accommodation Connections Accelerator.

- **Salesforce is the industry standard.** Salesforce's trusted cloud platform is creating a connected experience for more than 2,500 government organizations worldwide, including all Federal cabinet organizations and 45 of the 50 states. Salesforce continues to make deep investments in the Public Sector to deliver industry aligned value today and in the future.
- **Slalom's Accommodation Connections and PSS pre-built capabilities are accelerators.** Salesforce offers a specific product to support agencies modernizing their social and human services, inspections, and permitting processes, which we have configured for multiple state and local agencies across the country. Slalom's Accommodation Connections further expands on Salesforce's offering and adds on a data model and automation specific to the breadth of housing use cases, leveraging native Salesforce tools, and has been proven effective at various state government agencies and nonprofit organizations across the country.
- **Leverage a declarative-first approach for ease of maintenance and enhancement.** Salesforce offers a range of out-of-the-box declarative tools, ranging from data model customizations to creating online portal experiences through a simple, click-no-code, UI. Slalom is committed to leveraging native capabilities where possible to build a scalable and lasting solution, that remains compatible with Salesforce's continued enhancements.
- **Salesforce platform is a fully supported, cloud-based solution.** With the Salesforce platform, SoNH DHHS BMHS will benefit from regular releases and intuitive, easy to learn technology that will continue to evolve and natively support common use cases seen across the industry.

## Technical Solution Overview

**Figure 1:** A high-level visual of our technical solution, visually representing the Salesforce products and 3<sup>rd</sup> party applications that will be used, and highlighting the key capabilities that will be leveraged from each.



- The Accommodation Connections Accelerator pre-configured data model and capabilities will be used to efficiently implement a proven solution to support client housing application data and use cases:
  - Pre-built custom Salesforce objects to manage Shelter, Accommodations, and Beds will allow for simplified tracking of availability and increase speed of delivery.
  - Pre-built Accommodations Availability screen flow that utilizes Salesforce's OmniScript and Flow functionality will collect housing application inputs and automatically create a Salesforce Case with data entered by an applicant. The Case will then be used to track the application process through the receipt of a housing voucher. As we partner with BMHS to define the detailed application requirements, the application submission experience and required fields will be modified as necessary.
- The core functionality of BMHS Housing Application Platform will leverage the out-of-the-box data model and declarative features provided by the Salesforce platform and PSS capabilities:
  - Salesforce Service Cloud's Case object, Routing, and Escalation tools will enable the BMHS to effectively track the end-to-end application process, assign the cases automatically to the appropriate groups/individuals based on the information submitted, and escalate as per the bureau's requirements.
  - Salesforce Approval Processes will be configured to house and help enforce business rules on steps or inputs that need to be reviewed and allow for approvals or rejections through the UI or email. Tasks and Action Plans can be configured to remind users of the steps or documents necessary to move an application forward in the defined process.
  - Standard Activity objects (which covers Emails, Events, and Tasks) and native Activity Management features will increase visibility to the actions

and communications that have or need to occur for a given case and allow for tasks, reminders, and email notifications to automatically be created at defined intervals to prompt users as necessary.

- Email-to-Case functionality enables DHHS and external providers to log emails relevant to a case automatically, reducing the need for manual summarization and logging of communications. The solution will also allow for manual association of related emails that may have spawned separately from the Case to ensure all relevant context is captured and stored with the application. Additionally, org-wide email addresses and email templates can be configured to support instances where emails should be sent from a shared email address rather than an individual department member's email.
- Streamlined user experiences can be achieved with the use of OmniScript and Salesforce Flows, which enable the creation of screen flows, process automation, notifications, and track automated outbound communications, without the need for custom code. These features can be configured to decrease time spent on manual administrative tasks, limit cost of maintenance by the IT teams, and ensure compatibility with future Salesforce platform releases.
- Salesforce Reports and Dashboards will help BMHS employees to print, subscribe, and export reports to distribute internally or with external providers as needed, and the easy-to-use interface will allow for the creation of ad-hoc reports by permissive users. Customizable dashboards embedded in the home screen provide an overview of the tasks and cases in a user's queue, making it easier to focus on priority activities. Reports and Dashboards can also be leveraged to generate reports on open and historical records, enabling teams to view and analyze patterns or trends.
- Portals and sites accessible to external mental health providers and the public will be built upon Salesforce's Experience Cloud, working seamlessly with the core platform and PSS:
  - Experience Cloud will be used to create a public site, accessible to anyone, and an authenticated user site, accessible only to those with necessary credentials, all through point-and-click configuration.
  - The Accommodation Connections pre-built application screen flow can not only be used in the platform itself, but also embedded with no code, into both an authenticated user site and a public facing site.
  - The authenticated user site, built using Community templates, enables an out-of-the-box integration between the core platform and Experience Cloud, extending the core platforms capabilities beyond BMHS. Portal features allow external users to submit applications and upload relevant documents, track the status of the resulting cases, and have an interface to communicate with BMHS using Chatter.
- We will extend the Salesforce platform and PSS solution with additional functionalities as needed by DHHS BMHS by integrating with and connecting to other 3<sup>rd</sup> party applications:



- o The proposed solution will leverage Salesforce Shield, enabling field-level 256-bit encryption of data to protect PII and enforce HIPAA compliance, manage encryption keys, and provides the ability to retain field-level history for up to 10 years.
- o The existing Tableau instance will be used to combine data stored outside and data stored inside Salesforce to create required reports, visualizations, and dashboards as required by DHHS BMHS. Tableau will allow users to be able to export (excel, PDF, image), print, and subscribe to reports as required.
- o The Salesforce solution will have the ability to integrate to the desired document management tool, OnBase, in the future leveraging Hyland Software's native Salesforce plugin.
- o The Salesforce solution will be able to integrate to the existing Oracle DB and other enterprise tools leveraging Informatica PowerCenter ETL's capabilities. Given the pending decisions around DHHS' integration strategy, we will not look to build a real-time integration at this time. We will provide guidance on defining a payload from Salesforce to Oracle DB based on DHHS BMHS' requirements.

## 4 Program Management

Slalom builds structures and ways of working that cultivate and accentuate our partnership and ensure optimal program setup. At the start of the project, we will work to integrate with any governance functions the DHHS BMHS currently have in place. This will enable us to get up to speed on what has already been completed, deliver on requirements, manage scope, and resolve issues within the timeline and budget of the program.

Quality is never an afterthought, but rather an integral part of how Slalom runs programs. We believe in promoting whole team ownership of quality across all project components and processes throughout the project lifecycle. Slalom has an established, professional delivery quality program called **Delivery Excellence**, which ensures our teams work in a consistent, cohesive way throughout the delivery lifecycle of an engagement. Delivery Excellence is guided by three core tenets which we call "The Big 3":

### Delivery runs on The Big 3



The Big 3:



Org & Role Clarity



Program Machine



Measured Progress

#### Organization & Role Clarity

Slalom will work with DHHS BMHS to clearly define roles and responsibilities between Slalom and the DHHS BMHS stakeholders and resources. In addition to roles and responsibilities, we will clearly define escalation paths and communicate with all team members. Properly defined organization and role clarity leads to an increase in speed to decision-making and reduces the need for rework.

#### Program Machine

Slalom will work with DHHS BMHS to ensure all resources understand how, when, and where to document and manage issues, risks, decisions, scope, and progress. Having a defined 'program machine' with fact-based documentation creates transparency to appropriate information, manages expectations even when changes occur, and empowers all individuals to share perspectives. It also reduces confusion, disruption to progress, and the need for rework.

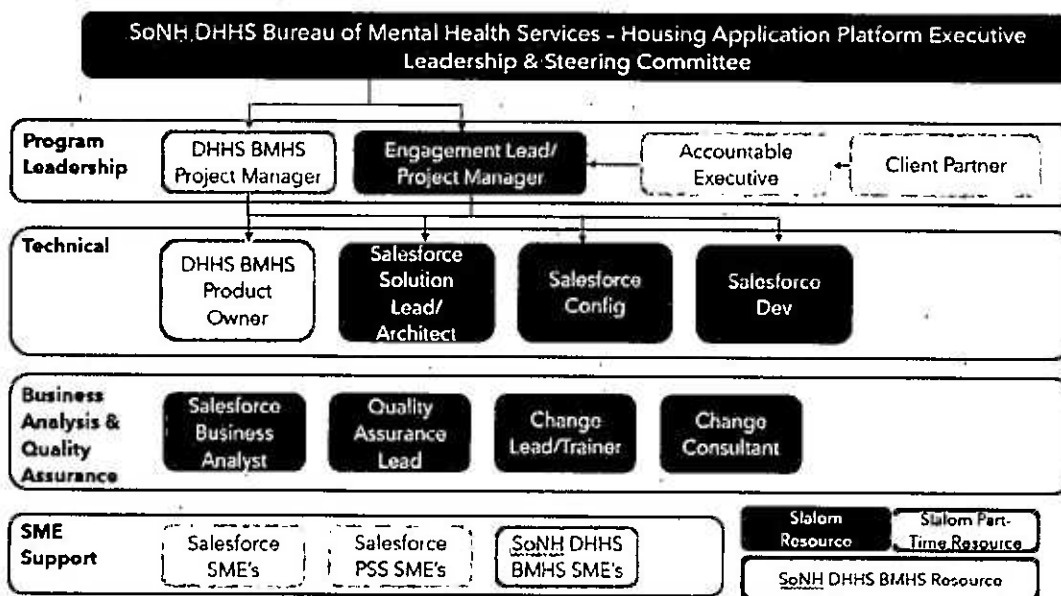
#### Measured Progress

Slalom values transparent measurement of progress against plan for on-time completion. Measured progress enables Slalom and DHHS BMHS to make decisions based on facts and data, provide transparency on the root cause of issues and risks, react early to deltas in the plan, and manage expectations efficiently.

## 4.1 Organization and Role Clarity

Slalom's proposed team will be a cohesive, cross-functional group of experienced Slalom and DHHS BMHS resources, both full-time and part-time. Figure 3 shows the proposed organization structure. The team includes Executive Leadership and a Steering Committee (SteerCo); program, functional, and technical leadership; skilled resources for Salesforce development, business analysis, integrations, data migration, data visualization and training; and specific SMEs as needed.

Figure 2 - Organizational Structure



At the onset of the project, it is important to establish role clarity and transparency, with clear paths of accountability and escalation.

To do this, we will:

- Document roles, responsibilities, and organizational structure including a SteerCo to oversee the project and provide input from DHHS BMHS.
- Empower senior program leadership and accountable leaders to support the project manager.
- Align on escalation paths across workstreams and ensure defined escalation paths are clearly understood by all project team resources and stakeholders.
- Enforce accountability across the program by setting clear expectations and providing regular feedback to all team members throughout the engagement.

## 4.2 Program Machine

Ensuring the right information is delivered to the right stakeholders at the right time to effectively manage issues, risks, decisions, and scope changes is a critical component to program success. Having a program machine in-place provides the appropriate guardrails

to make sure resources feel empowered, decisions stick, and stakeholders are informed, minimizing disruptions to the program. Having clearly defined program governance, scope management processes, quality management processes, and risk and issue management strategies in place is a key component of implementing the program machine.

### **Program Governance**

We believe strongly in ways of working that cultivate and accentuate our partnership and ensure optimal program setup. At the start of the project, we will work with the DHHS BMHS team to integrate with any governance functions currently in place to enable the delivery of a scalable, long-term solution that will be adjusted over the course of the project as needed.

Key components of Slalom's program governance include:

- A project kick-off meeting with leadership and key stakeholders to review and align program objectives, guiding principles, team organization and communication processes so the team can start strong and work through critical decisions early.
- Alignment conversations with leadership and stakeholders to enable the team to start well and work through critical decisions early with clear and prioritized project objectives, outcomes, and guiding principles.
- Leadership and a SteerCo to clarify project priorities, promote alignment, resolve escalated risks, and make decisions.
- An in-person ways-of-working workshop to start our partnership where we will discuss preferred forms of communication, meeting cadence, communication styles, etc.
- A strategy centered around clear and prioritized outcomes and guiding principles for the project and a clear process to continuously measure and report on project status.
- Decision-making criteria to ensure we are making technical decisions that are scalable long-term, and a model to ensure stakeholders are aligned and informed on decisions made.
- An effective project management methodology and plan.
- A clear deliverable review process.
- An efficient and effective quality management process that aligns with DHHS BMHS current processes.

**Deliverables** | Program kick-off, Project Schedule, Program Governance Model

### **Scope Management**

Once initial business process design and requirements definition are complete, we will partner with the DHHS BMHS to reflect on vision and outcomes, and subsequently prioritize features and capabilities of the solution to maximize user value. For each of the major capabilities we will review the business value, complexity, and effort and prioritize and sequence capabilities for implementation. This capability roadmap, combined with the future state architecture, timeline and budget drivers will shape our implementation strategy.

Proactively managing scope is critical to success and we will use a clearly defined change control process to manage program outcomes. While we will integrate with any existing scope management practices and processes DHHS BMHS have in place, Slalom closely follows the core tenets of change control to maintain alignment of scope and priorities throughout the duration of the program. This approach includes a process to work with the SteerCo and program leadership to intake requests, review items for consideration,

decide on tradeoffs or alternative paths forward to service the DHHS BMHS priorities, document decisions, and communicate change requests. This structured process will help DHHS BMHS make informed decisions and achieve desired outcomes.

**Quality Management**

To ensure Slalom, DHHS BMHS are in lockstep and continuing to evolve the efficiency and effectiveness of the program, we will ask for feedback. At the end of each sprint and project phase, Slalom will conduct retrospectives. Slalom creates a safe, constructive environment for candid feedback about what went well and what could be improved. This type of rapid, direct feedback is part of our culture and directly contributes to strong project delivery. In addition, we will conduct pulse checks throughout the project to ensure smooth delivery on established program outcomes and measures of success.

**Show not tell.**  
 We will share deliverables in an iterative fashion.  
 For planning and design deliverables, we will provide outlines and drafts to ensure alignment before they are submitted for approval.  
 For software-related deliverables, we will use prototypes, sprint demos, and user acceptance testing (UAT) to showcase the configured solution and solicit feedback.

**Risk & Issue Management**

A program of this size and duration will naturally encounter risks and issues. We use a collaborative approach to identify, process, and document all risks, issues, scope requests and key decisions. We document the risks in a log that includes the owner, impacts, due date, and key decisions. The log is a critical project management tool reviewed in SteerCo meetings and other forums to promote transparency and facilitate issue resolution. The log also serves as a historical record for reference. Table 2 identifies initial key risks for this program and our recommended mitigation strategies. We will work with DHHS BMHS at the kickoff to refine this list and align on the optimal resolution approach.

**Table 2 - Initial DHHS BMHS Program Risks**

POTENTIAL RISK	MITIGATION STRATEGY
<b>Lack of process standardization leading to over-customization</b>	Design business processes to align with configurable workflows in Salesforce, identify and engage DHHS BMHS decision makers to champion process standardization, and leverage change control board to review customization requests.
<b>Delayed decision making</b>	Engage SteerCo in a clearly defined process to manage issues and obtain required decisions in a timely manner that includes identification of risk or issue, decision owner, when a decision needs to be made by, impact on time, scope, budget, etc.

**Lack of long-term buy-in, adoption, and engagement**

Align on key measures of success and desired objectives early, support users in adopting new ways of working through an enablement approach and develop a customized training approach to upskill users inclusive of instructor-led sessions and quick reference guides.

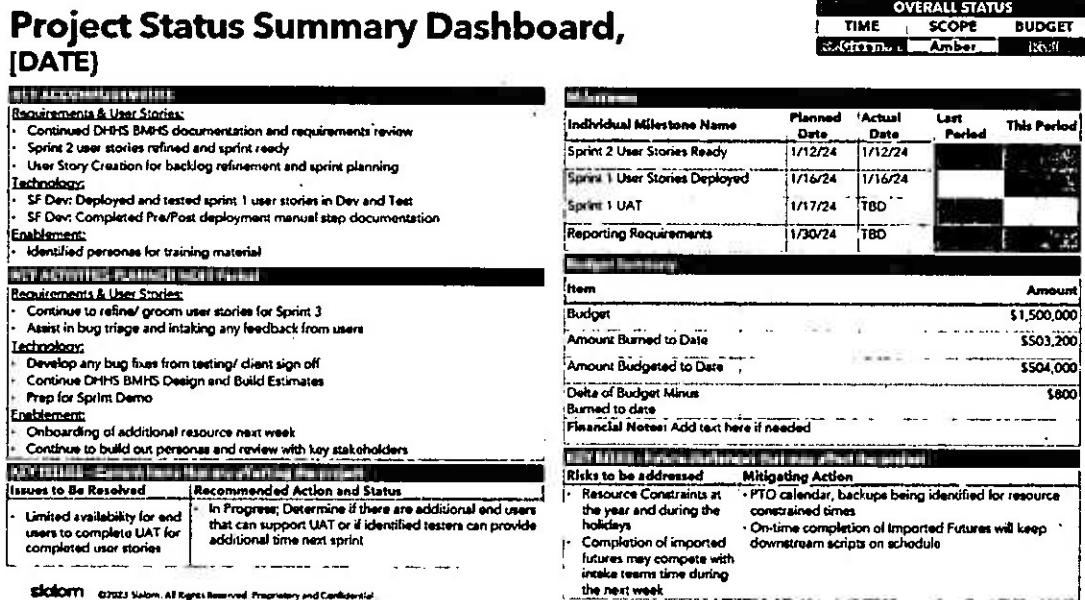
**Deliverables |** RAID Log (risks, actions, issues, and decisions)

### 4.3 Measured Progress

We recognize the importance of continuously measuring progress and quality performance. While collaborating on the approach and integrating with any quality monitoring functions the DHHS BMHS currently have in place. We have experience with a variety of project management tools, including Smartsheet to track progress throughout the duration of the program.

Consistent status reporting is critical to the success of any program. Slalom and DHHS BMHS teams will participate in regular status meetings to review the project health and work products, prioritize activities, and address any needs or requirements to keep the project on track. Figure 4 shows a sample status report to guide these recurring check-ins.

**Figure 3 - Example Project Status Report**

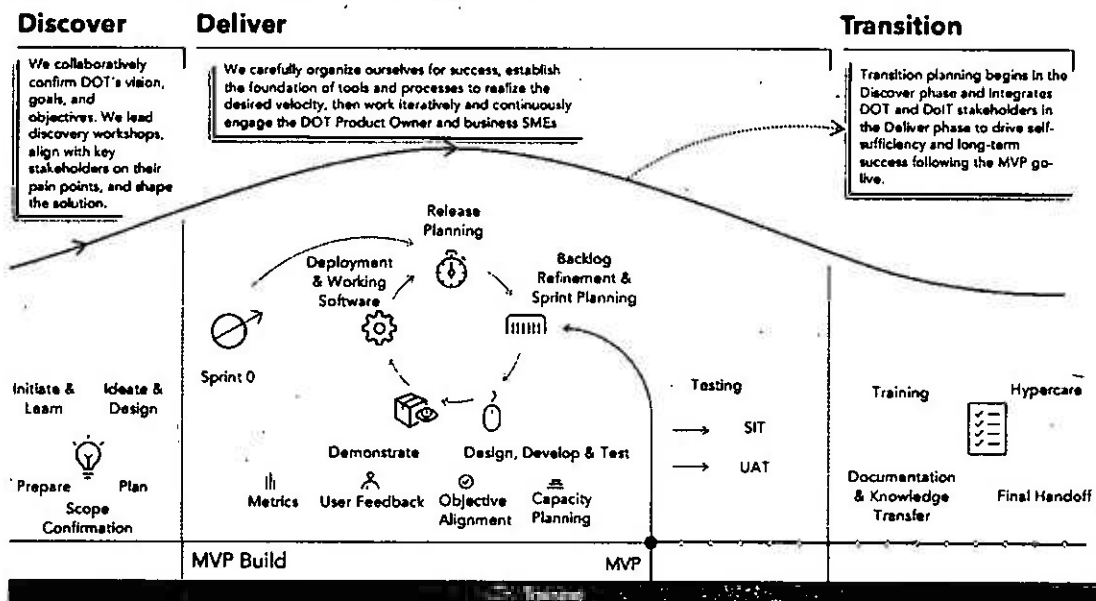


**Deliverables |** Weekly project status reports

## 5 Delivery Approach

Predictable, quality delivery is critical to our business and to our clients. Slalom has an established Salesforce delivery approach that facilitates more collaborative and consistent delivery results with our clients. This approach is based on leading practice guidance on all aspects of the Salesforce implementation lifecycle with an overarching focus on rigorous governance to de-risk delivery. It includes phases, activities, deliverables, templates, and clear exit criteria to move through the phases of the implementation lifecycle. Figure 5 visualizes our delivery approach.

Figure 4 - Our Salesforce Delivery Approach



We approach each phase of the program as follows:

**Discover** | We will work with DHHS BMHS to define an MVP scope to address the people, process, data, and technology changes required to achieve business outcomes. We will focus on user needs, required data, workflows and processes, and the underlying technology that enables core business objectives. We will capture requirements, ensure foundational solution and integration designs are completed, and prepare the backlog and technical environments for build.

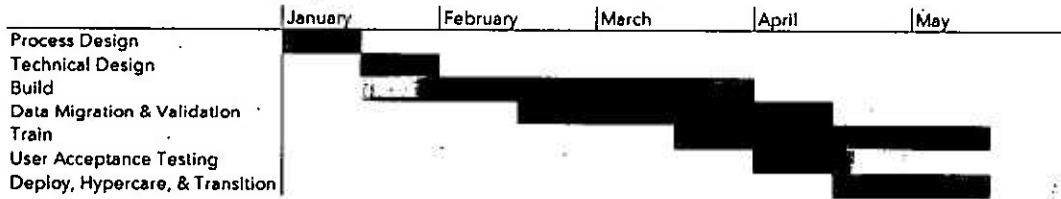
**Deliver** | We will focus on speed and quality, incorporating the best practices of Agile. Our momentum comes from a transparent, responsive focus on your priorities, leading to a fast and flexible implementation. We will deliver the solution in 2-week iterative development sprints with demonstrations of meaningful functionality to the business. We will also execute MVP sprints dedicated to testing and planning for go-live.

**Transition** | Our standard practice is to deliver *with* you not *to* you by creating a blended team of Slalom and DHHS BMHS resources to collaboratively deliver together, ultimately easing the transition at the end of the engagement. During Transition, we will work alongside DHHS BMHS to ensure a smooth Go-Live. After Go-Live, we will resolve prioritized defects and make any necessary updates to technical and functional

documentation to reflect the delivered functionality. We will hold knowledge transfer sessions for DHHS BMHS resources to make certain the teams have a complete understanding of processes and technology and are confident in their ability to maintain the solution independently.

Slalom will execute seven major components of work throughout the delivery life cycle, including 1) process design and business requirement definition, 2) technical design, 3) build, 4) test, 5) train, 6) deploy, and 7) hypercare and transition.

**Figure 5: Our Timeline & Activities**



## 5.1 Process Design and Business Requirement Definition

Our goal is to deeply understand the DHHS BMHS, its mission, goals, processes, ways of working, and its user and stakeholder touchpoints before designing a solution. We will use our strengths in process design partnered with Slalom’s Accommodation Connections Accelerator to translate what we learn from you into experiences that unlock efficiencies, reduce processing times, and put end-users at the center of the experience.

The first step in this approach is a current state analysis of existing systems, processes, data, and user needs. Effective analysis enables the capture of thorough and clear requirements, well-informed discussions about scope management, continuous user input, improved buy-in and adoption, and robust communication and collaboration amongst stakeholders.

To deliver a thorough analysis, we will:

- Define personas to align capability needs (e.g., DHHS BMHS employees).
- Review existing business processes (e.g., housing application, receipt of permanent housing voucher) and documentation.
- Lead interviews and discussions with the DHHS BMHS business subject matter experts.
- Develop Level 2 future process flows for prioritized processes that show the “what” of a process and identify integration points with other systems.
- Align the future state business processes with out-of-the-box system functionality to minimize technical debt, minimize risk, and make the solution easier to maintain into the future.
- Define high-level MVP epics and features, initial backlog of user stories (to be refined throughout delivery), and build-ready sprint 1 user stories for the backlog by end of the 2-week Discover phase.

Requirements gathering is expected to begin in the Discover Phase and continue throughout subsequent phases, allowing us to get to a more refined level of detail as the project progresses.



**Deliverables** | Future state process maps, high-level definition of MVP epics and features, requirement traceability matrix, initial backlog of user stories (to be refined throughout delivery), including build-ready sprint 1 backlog.

## 5.2 Technical Design

We will define the technical solution to leverage out of the box Salesforce tools and pre-configured Accommodation Connections capabilities. We will review many inputs - user personas, key requirements, pain points, and integrations landscape - and host technical conversations with DHHS BMHS about the existing tools and capabilities. We will then translate these inputs into a high-level Salesforce and integration architecture solution design, which will inform the foundational data model, the high-level declarative tool preferences, any custom build needs, and any additional package or vendor needs for the MVP. As we develop the solution design and data model, we will create Source-to-Target maps to define where existing application and related data will be migrated to in the target solution. We will align with DHHS BMHS on the development/operations (DevOps) plan and environment strategy, getting our development team ready for build kickoff.

To get the project team ready for Build, we will:

- **Design the future-state solution, integration, and data architecture.** We will first review the current state processes, outputs, and systems inventory. Throughout Discover conversations, we will supplement our business process design sessions with specific functional questions that are technology driven. Our understanding of the native functionalities and pre-built capabilities of the Accommodation Connections Accelerator and Salesforce PSS and core platforms, coupled with technical discovery sessions with DHHS BMHS and DoIT, will inform the foundational technical architecture and solution design. Technical design sessions will be hosted for us to collect feedback, validate, and refine the business and technical approach, and gain full alignment with DHHS BMHS and DoIT.
- **Finalize system integrations solution design.** We will evaluate each integration need, understand the "why", and consider the data that needs to be packaged, transformed, and transmitted. We will ask detailed exploratory questions to fully understand our options (e.g., Does it have to be a near-real time synchronization vs. a nightly batch? Can we use native plugins or connectors for the target systems (e.g., Tableau and OnBase) that we can leverage to connect to Salesforce that satisfies the needs of DHHS BMHS vs building a custom integration? Can we consolidate integrations where possible to reduce chatter leveraging the existing Informatica PowerCenter capabilities? Does the data have to persist in target systems?) We will combine our extensive experience with enterprise integration tools with an understanding of DHHS BMHS' existing integration tools to create an integration solution design for each use case.
- **Define Data Migration Source to Target Mapping and representative sample.** We will review the current state source and format of the application and related data, aligning on the definition and purpose of the data that is in scope. As the future state solution and data model are defined, we will work with the DHHS BMHS and DoIT teams to define the target object or location of the data based on the definitions, rationalize the need for custom fields, while aligning to relational data base best practices. As the target objects and fields are defined, the team will capture and list any dependencies, which will be incorporated into our data migration plan and sequencing. A representative data subset will be defined working with the subject

matter experts as the population of records to test the data migration solution and validate the records in the target state, assessing the accuracy of the migration.

- **Co-develop the project environment strategy with DoIT.** We will ensure there is at least one integrated test environment for in-sprint testing, and that there is at least one other integrated system test environment for system integration testing (SIT) and user acceptance testing (UAT). We will also align with DoIT on DevOps roles and responsibilities and co-define the Copado branching and user story bundling strategy.

**Deliverables** | Salesforce and integration architecture diagrams, data model and security model design, DevOps plan, environment strategy.

## 5.3 Build

Coming out of the Discover phase, we will have an initial backlog of user stories that have been curated and defined with the help of the DHHS BMHS Product Owner and the Business team. Our technical team will review the desired functionality and draft user story-level solution designs in JIRA or similar backlog management tool that considers broader platform-level or enterprise architecture-level implications.

Our user story-level solution designs get specific. For example, we will define the number and type of new fields to create, the structure of flows (before save/after save/naming convention/parent and child Flow structure), the specific Case Routing and Escalation rules that is needed to automatically assign cases and determining the use of Activity types to support notifications and prompt users with next steps. We will communicate the solution design clearly and transparently among project team members and will document the history of design decisions made with DHHS BMHS and DoIT along the way.

Our developers will build in 2-week Agile sprints and perform unit testing before advancing the changes to a Test environment. We do this to ensure quality of code in the Test environment, efficient use of tester time, and to avoid disruption of parallel testing efforts.

We value a 'show not tell' approach to build and therefore demonstrate a working solution at the end of each sprint to DHHS BMHS Product Owner and staff. Development is an iterative process, and as users see and experience the solution, we will document requested changes to be prioritized in the product backlog. This real-time feedback and subsequent incorporation into the solution is critical to quality and adoption.

To build a best-in-class, scalable Housing Application Platform solution, we will:

- Continuously draft solution designs on user stories and review them as a team.
- Iteratively build and enhance the Salesforce solution.
- Perform peer reviews to ensure delivery quality.
- Deploy our metadata changes to the Test environment, as changes pass peer review.
- Consult DoIT in case of custom development needs and achieve full alignment.
- Develop the identified system integrations, in collaboration with DoIT.
- Define and finalize Source to Target Mappings for data migration.
- Migrate the data into a Test environment, allowing the DHHS BMHS team and DoIT teams to validate data migration for accuracy prior to Production.
- Host bi-weekly sprint demos with the DHHS BMHS team and DoIT team for feedback.
- Test the solution, per the test approach described in **Section 6.4**.
- Perform critical bug fixes if required.

**Deliverables** | A scalable, thoroughly tested, best-in-class Salesforce solution that is easy to maintain; successful integration with SoNH DHHS BMHS' Tableau instance; completed data migration of pending applications and related contact, shelter, accommodations, and bed information; final data migration Source-to-Target mapping documents; Salesforce and integrations architecture design documents.

## 5.4 Test

During Sprint 0, the Slalom QA Lead will work with DHHS BMHS to develop a testing strategy grounded in four core principles: end user feedback is critical, the whole team owns quality, documentation should be lightweight, and everyone should be aligned on priority measures. Fundamentals of our testing strategy include test scope, test types and related processes and techniques, test roles and responsibilities, test sequencing, a defect management process and test reporting.

To test the solution and ensure quality, we will:

- **Track expected test results, defects, and resolutions.** Our test strategy will include a detailed defect management strategy that includes a triage process and method for tracking expected versus actual results across each test type and phase. The process to track expected versus actual results typically involves utilizing defect tasks in Jira and associated test cases for each user story that outline expected results for each test step and any actual results that vary from the expected result. Defects will be tracked in Jira and contain a unique ID, link to the related story, all historical test cases and results, and associated priority and status (e.g., Backlog, In Progress, In QA, Ready to be Deployed). Jira reports and custom dashboards will be used to support and summarize defect tracking and resolutions.
- **Prioritize defects and estimate time to resolution.** Slalom has standard definitions of defect priority, shown in Table 3 below, which will be modified to meet contractual obligations, DHHS BMHS needs and expectations.

**Table 3 - Defects, Definitions, Priorities, and Expected Time to Resolution**

PRIORITY	DEFINITION	EXPECTED TIME TO RESOLUTION	PRIORITIZATION
P1 - Critical	A documented Defect that causes a) Complete application failure or application unavailability; or b) Application failure or unavailability in one or more Authorized Users locations; or c) Systemic loss of multiple essential system functions.	Must be resolved ASAP due to severe impacts to functionality/business, without workarounds	Prioritized for immediate mitigation over all ongoing work items, deployment ASAP, if PROD issue then targeted for hotfix
P2 - High	A documented Defect that causes a) Repeated, consistent failure of Essential Functionality affecting more than one user; or b) Loss or corruption of data.	Resolved quickly due to high impacts to functionality/business, workarounds available	Prioritized immediately within current sprint, targeted for deployment at end of current sprint
P3 - Medium	A Level 1 Defect with an existing Circumvention Procedure, or a Level 2 Defect that affects only one user or for which there is an existing Circumvention Procedure.	Resolved during normal course of development activities	Prioritized for mitigation and deployment within next scheduled release, unless otherwise determined by PO

P4 - Low	A documented Defect that causes failure of Non-Essential Functionality or cosmetic or other Documented Defect that does not qualify as any other service level defect.	Can be fixed after any other higher priority items are addressed	Refined into product backlog via standard prioritization set forth by PO
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Expected resolution times will vary based upon the point in the development lifecycle in which the defect is captured. Resolution of defects logged against stories in development will be baked into the 'definition of done' for those stories - an agreed upon criteria that must be complete before the requirement is considered complete. While it is expected for P1 and P2 defects to be resolved prior to go-live, defect prioritization will be led by DHHS BMHS. We will escalate if these timelines are not met, with mitigation steps to be determined by the DHHS BMHS Product Owner, Solution Architect, Process Architect and Scrum Master. Escalations include clearly defined implications and resolution options.

- **Implement a testing plan.** We recommend the high-level test phases shown in Table 4. For each test activity where DHHS BMHS is responsible to execute testing, a Slalom QA team member will ensure the DHHS BMHS stakeholders understand the test purpose and process and have sufficient support during testing. Note: we do not recommend automated testing for this solution.

**Table 4 - Test Plan**

	UNIT TESTING	FUNCTIONAL TESTING	SYSTEM & INTEGRATIONS	USER ACCEPTANCE TESTING
Purpose	Developers validate code during sprints before releasing stories for functional testing	Non-Developers perform positive and negative tests to validate acceptance criteria is met	The team replicates real user scenarios from end to end, to validate the full solution & integrations	BHHS BMHS stakeholders validate functionality is built to handle required tasks in real-world scenarios
Testers	Developer	QA	Project Team	BHHS BMHS Stakeholders
Support	Solution Architect	QA Lead	QA Lead + QA Testers	QA Lead + QA Testers
Key Activities	<ol style="list-style-type: none"> <li>1. Ensure that each unit of work is validated against all acceptance criteria</li> <li>2. Defects will be addressed as prioritized, and the user story will remain "In Progress" until all defects are resolved</li> </ol>	<ol style="list-style-type: none"> <li>1. Validate that the systems are working as expected for all acceptance criteria defined in a user story</li> <li>2. Conduct both positive and negative tests</li> <li>3. Document test cases and results</li> </ol>	<ol style="list-style-type: none"> <li>1. Execute end-to-end scenarios to test technical systems work together as a single solution</li> <li>2. Ensure deployment and manual steps are tracked, so that all functionalities are stable in advanced environment(s)</li> <li>3. Validate system performance is working at expected efficiency via load testing</li> </ol>	<ul style="list-style-type: none"> <li>Attend UAT kickoff for awareness of method, schedule, and roles</li> <li>Validate the end-to-end processes work as expected</li> <li>Validate data migrated as expected into the target system</li> <li>Identify defects, training items &amp; future phase enhancement requests</li> </ul>
Timing	During sprint	During sprint	For each release	For each release

- **Support and develop test cases for UAT.** The QA Lead will collaborate with key DHHS BMHS stakeholders to align to the UAT plan and define UAT test cases to reflect the detailed journeys documented during Sprint 0. As user stories are completed, test cases are created and traced back to specific signed-off user stories and reflect the acceptance criteria of the stories. Test cases will be provided no later than 2 sprints after development and test work is done surrounding that potential case. Test cases

will be compiled in a centralized workbook for ease of access for DHHS BMHS stakeholders.

**Deliverables** | Test Strategy, UAT Kickoff materials.

## 5.5 Train

We will deliver a tailored, persona-based online/virtual training solution to upskill and build core capabilities for internal and external users impacted by the new Salesforce-based Housing Application Platform. Our training approach is rooted in human-centered design and leverages our experience working with public sector organizations to drive end user adoption.

Based on our experience with similar public sector organizations and our expertise developed through Slalom's Accommodation Connections accelerator, we have found that building the knowledge and skills of impacted audiences to facilitate adoption is critical to the success of the project. We do this by following 5 principles:

- **Human-Centered:** We design experiences that support people's unique learning needs, aiming to meet them where they are.
- **Right Place, Right Time:** Build knowledge gradually over time through multiple channels where learners can engage as needed.
- **Application-Based and Interactive:** Provide job-relevant, hands-on opportunities for learners to practice and apply new skills and behaviors.
- **Bite-Sized and Progressive:** Deliver in consumable and manageable learning chunks with content expounding on one another to support understanding, adoption, and sustainment.
- **Outcomes-Focused:** Focus on the skills and behaviors needed to enable new ways of working and drive overall business results.

To deliver on training outcomes, we will:

- Conduct a high-level change impact analysis that identifies the current and future state, start-stop-continue behaviors, and the degree of impact on impacted audiences to inform the training approach.
- Perform a learning needs analysis, which details skill gaps and specific training-related mitigation tactics and requirements by stakeholder audience, including internal DHHS program specialists and supervisors, as well as external agencies housing specialists and supervisors.
- Use insights from the change impact analysis and learning needs analysis to shape the training strategy and plan. This will outline our approach to building the necessary knowledge and skills to enable adoption across internal and external personas. It includes the overall performance objectives, training methodologies, required resources for execution, and a detailed roadmap aligned to the program milestones.
- Based on the training strategy and plan, create a training curriculum that is a structured framework of online/virtual learning courses and resources by stakeholder persona that guides the learning journey.

- Following the foundational training assessments and planning efforts, we will develop training materials. Using Slalom's Accommodation Connections accelerator materials as a key foundation, we will develop the materials concurrently with the technical configuration and build in alignment with key program milestones. We design and deliver our materials to support visual, auditory, and experiential learners. Materials for internal audiences will be inclusive of two online/virtual instructor-led presentations and job aids for BMH Program Specialists and Supervisors. In addition to resources for internal audiences, we will develop an online/virtual instructor-led presentation and supporting reference guides to drive adoption for external mental health providers.
- We will deliver instructor-led sessions with demos and interactive exercises, with support from a BMH resource for logistics, to ensure users are equipped with the right knowledge and skills. Edited recordings of these sessions will be made available for the use of future audiences.

Change management and communications are also key to a successful technology adoption. Projects with proper change management support are 6x more likely to meet objectives. Based on our experience with other similar public sector implementations, we recommend a wholistic change management approach to the Housing Application Platform that engages BMH leaders and team members. To deliver on change management outcomes, we recommend that BMH devote resources to support Change Management work in partnership with Slalom. We recommend the following activities:

- Slalom to develop a readiness plan across communication and engagement activities to ensure BMH Staff are prepared, informed and equipped for the change.
- Slalom to develop an internal facing microsite (via SharePoint or other tool) where BMH staff can easily access regular updates, news, videos, and other training resources as needed.
- Slalom to advise BMH staff on developing tailored communications and marketing materials (e.g., email newsletter, PowerPoint slides and tool demos, etc.) to prepare BMH staff for launch of the Housing Application Platform.
- Slalom to advise BMH staff on developing leadership talking points that articulate the strategic goals and anticipated impacts of the Housing Application Platform, ensuring that BMH leadership are well-versed and aligned in communicating key messages during the transition.
- Slalom to advise BMH staff on developing pulse checks, such as surveys and feedback sessions, to continuously gauge the sentiments and concerns of BMH Staff, ensuring their experiences and insights inform ongoing improvements to the Housing Application Platform.

**Deliverables** | Change impact analysis, learning needs analysis, training strategy and plan, training curriculum, two online/virtual instructor-led sessions and job aids for BMH Program Specialists and Supervisors, one online/virtual instructor-led session and job aids for external mental health providers, change readiness plan, internal microsite.

## 5.6 Deploy

Well before the scheduled go-live date, we will develop the artifacts that will support the smooth transition to a new system. We will create a deployment cutover workbook and a

deployment go-live readiness checklist that details the owners, timing, and duration of the deployment activities. We understand that SoNH DHHS will own the production deployment activities. Depending on whether there are other parallel development initiatives going on at time of go-live, we will partner with SoNH DHHS to determine the most appropriate hypercare-specific sandbox environment and deployment strategy. We will identify a Copado deployment path that both enables deployment of hypercare changes to Production with speed and precision and allows other initiatives to remain uninterrupted in the main sandbox pipeline.

Go-live will be scheduled based on SoNH DHHS preference (nighttime, weekend, blackout dates, etc.). We will develop key performance indicators (KPIs) to assess the effectiveness of training through training surveys, pulse checks, and other methods. We will make iterative strategy updates to drive continued progress in preparation for go-live.

**Deliverables** | Deployment cutover workbook.

## 5.7 Hypercare and Transition

After the deployment, we will transition into hypercare. In hypercare, we will triage production issues and enhancement requests and update the product backlog accordingly. Priority will be given to resolving critical production support issues. The team will be equipped to replicate the issues in an integrated System Test sandbox environment, address in a designated hypercare development sandbox environment, and assist SoNH DHHS in the production deployment activities. In parallel, we will ensure that our solution documentation is refreshed and up to date.

We find successful transitions happen when key members of the support team attend sprint activities to see what is being built and ask questions about designs and design decisions. Recognizing that not all members of the support team can attend sprint activities, during transition we will conduct a design overview, provide thorough knowledge transfer, and perform a handoff of the implemented MVP backlog so that the support and maintenance team is fully equipped with the knowledge to support the system independently. Slalom will provide warranty coverage during a 3-month maintenance phase.

**Deliverables** | Prioritization of enhancement backlog; final updates to technical designs, training materials, and business process documentation that will be transitioned to the SoNH DHHS team.

## 6 Assumptions

Table 5 represents our key assumptions for this program.

**Table 5 - Assumptions**

TOPIC	ASSUMPTION
<b>Program Management</b>	The project's backlog management tool will be procured and provisioned by SoNH DHHS BMHS.

- Salesforce**
- Slalom will be provided and shall have continued reasonable access to necessary State environments, technology, data, and resources for State application development and deployment, using State system environments only as necessary to provide the services.
  - Salesforce internal and portal user licenses, as well as additional licenses needed to support development, will be purchased and available by Sprint 0.
  - The solution is built in English only.
  - The project does not have any accessibility requirements related to internal or external facing functionalities. Additional customization beyond what Salesforce natively supports out-of-the box is out of Slalom's working scope.
  - Existing application forms and email templates will be identified by the SoNH DHHS BMHS and provided at the start of the Discover Phase as an input to our solution.
  - Our approach assumes a maximum of two (2) distinct end-to-end application processes to support SoNH DHHS BMHS's application intake and review workflow.
  - The Experience Cloud solution will be configured and delivered based on what is available given the declarative Salesforce components and out-of-the-box Salesforce templates. Additional custom user experience designs are out of Slalom's working scope.
  - Any existing website or email branding will be provided by the SoNH DHHS BMHS at the start of the Discover Phase as an input to our solution.
  - All application-related documents will be uploaded and stored as Salesforce Files (up to 2GB per file). Integration to sync documents to external systems are not in Slalom's working scope.
  - Given the pending decisions around DHHS' integration strategy, any integrations to 3rd party applications will be out of Slalom's working scope. We will provide guidance on integration best practices and defining the appropriate payload from Salesforce to Oracle DB and other applications based on DHHS BMHS' requirements.
  - The existing Tableau instance is integrated with Salesforce using the native Salesforce connector.

- Data Migration**
- Only pending applications, a volume of approximately <200 applications, are in Slalom's working scope.
  - Given the volume of records, we will use Data Loader to load application records into the solution.
  - SoNH DHHS BMHS will be responsible for providing the application records, associated contacts, and files as a flat file (.csv) in a pre-defined format. As we finalize the solution design, we will work with DHHS BMHS resources to define the expected format.
  - All data cleansing will be done by SoNH DHHS BMHS prior to the data migration efforts. Any cleansing will be out of Slalom's working scope.
  - All data transformations will be performed by SoNH DHHS BMHS prior to the data migration. Any transformation will be out of Slalom's working scope.

- Data Validation**
- Data validation exercises will be performed by SoNH DHHS BMHS and will only be performed for a representative sample of records in scope. Data validation will only



TOPIC	ASSUMPTION
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test for data accuracy based on the source-to-target mapping defined. Testing system functionality using migrated data will be covered during UAT.

<b>Testing</b>	Slalom testing efforts will include test planning, unit testing, functional testing, SIT and UAT. All other types of testing (including regression testing of functionalities built by other project teams, penetration testing, accessibility testing, performance testing) are out of scope. SoNH DHHS BMHS will partner with Slalom to prepare for SIT and UAT, determine the appropriate DHHS and other participants, and own UAT test case creation and execution within the mutually agreed upon timeframe.
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<b>Change Management</b>	BMH will own all change management activities outside of developing a readiness plan across communication and engagement activities and development of an internal microsite. BMH resources will manage development and execution of communications for internal stakeholders, leadership talking points, and pulse checks for impacted internal and external stakeholders. Slalom may advise on change management activities with BMH resources to ensure consistency of messaging but will not be responsible for development and delivery of these activities.
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## 7 Appendix - Resumes of Key Staff

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**Mike Snively**

**Solution Architect**

### RELEVANT EXPERIENCE

#### **Solution Lead - Public Sector Solutions for State Government**

A State Commission established to improve accountability in police officer conduct and training compliance was seeking a partner to establish a technology platform that allowed it to meet regulatory mandates. Mike was responsible for defining, designing, and implementing an enterprise Case Management System (CMS), driving transparency within the law enforcement community and the broader public. Close collaboration with key Commission personnel and law enforcement was required to translate legal regulations into procedures and best practices.

#### **Solution Lead - Mergers & Acquisitions**

Following an acquisition, a Technology company was seeking a fast moving and comprehensive Case and Knowledge Management solution for both customers and internal customer success staff. Mike defined and estimated solution delivery based on business priorities and led the 3-month implementation to bring two customer success organizations together with a unified business process and technology systems.

### SKILLS

- Design, build, and deploy Salesforce enabled solutions across multiple industries. Deep expertise with Public Sector Solutions, and State & Local Government industry.
- CRM assessments and implementation engagements
- Strategy and product roadmaps for clients along the CRM journey
- CRM and Industry Best Practices
- Business Process Design

### CERTIFICATIONS

- Salesforce Public Sector Solutions (PSS) Accreditation
- Salesforce Sales Cloud Consultant
- Salesforce Service Cloud Consultant
- Salesforce Advanced Administrator
- Salesforce Administrator
- Salesforce App Builder



## Darby Drake

**Salesforce Developer**

### RELEVANT EXPERIENCE

#### **Salesforce Architect - Grants Management, Salesforce Non-Profit Cloud**

As the Salesforce Architect, I provided oversight to a team of consultants to overhaul the grants management process for an organization managing over \$4 million. We updated automation for donor segmentation, rebuilt an integration for their financial system, and provided reports for their board of directions. By doing this project, the organization can not only apply for more funding, but also build a long-term strategy for providing funding as well.

#### **Salesforce Architect - Youth Sports Non-Profit, Salesforce Non-Profit Cloud**

As the Salesforce Architect for a Sports-Based Youth Development Program, she implemented the Non-Profit Program Management Module, leading a team of 5 consultants to improve tracking attendance, training, and reporting for over 20 locations and 1,000 students. The solution was easy to maintain, scalable, and has made this organization a leader in their non-profit space.

#### **Salesforce Architect - Medical Device, Salesforce Health Cloud**

As a Salesforce Architect on an international program, she led a team of Salesforce configurators through a new product LMS implementation with complex integrations with DocuSign and email automation. She collaborated with other technical architects to ensure all the solutions aligned and acted as a release manager for continuous deployment before go-live.

### SKILLS

- Salesforce Administration
- Service and Sales Cloud
- Non-Profit Cloud
- Salesforce B2B Commerce
- Business Process Design and Optimization
- Data Loader
- Copado Release Management
- DocuSign Administration

### CERTIFICATIONS

- Community Cloud Consultant  
Salesforce Certified Administrator
- Salesforce Certified Sales Cloud Consultant
- Salesforce Certified Service Cloud Consultant
- Salesforce Certified Field Service Lightning Consultant
- Salesforce Certified Experience Cloud Consultant



## Jack Gorman

**Salesforce Developer**

### RELEVANT EXPERIENCE

#### **Consultant - Public Sector Grant Management**

Contributed to the design and implementation of a constituent-facing Salesforce Experience Cloud site to support the application process for municipal grant procurement. Configured integrations and installed packages for efficiency in e-signature and document sharing. Provided demonstrations of configured functionality and implemented changes based on stakeholder feedback. Provided expertise in security and access, automation, and declarative configuration with the Public Sector Solutions package.

#### **Consultant - High Tech**

Work with a local Boston IT security firm on a CPQ discovery project. Conducted requirements gathering and stakeholder interviews across multiple departments to design a quote-to-cash solution. Created an intake process for org enhancements, defining a release cadence, and performing system enhancements and deployments on behalf of the client team.

#### **Consultant - Entertainment**

Service Cloud configuration on a large Salesforce org migration for an entertainment giant. Migrated existing functionality and implemented new functionality. Tackled complex tech debt retirement via migration of process builders to flow automation. Developed expertise in Copado to perform deployments. Conducted agile tasks such as peer reviews, user story pointing, and story assignment in addition to client-facing bi-weekly demos.

### SKILLS

- Declarative Automation & Configuration
- Data Loader & Data Migration
- Solution Design
- Copado Deployments

### CERTIFICATIONS

- Administrator
- Sales Cloud
- Service Cloud
- Experience Cloud
- Platform App Builder
- User Experience Designer
- Sharing and Visibility Architect
- Certified Business Analyst
- Certified Associate



# Hillary Thompson

Client Partner

## RELEVANT EXPERIENCE

### **Policy Director--COVID-19 Response and Recovery Center of Excellence**

Hillary worked with Departments of Health, Agencies of Administration, Emergency Management Departments, and Labor and Workforce Development offices for 40+ state and local governments to help develop, coordinate, and fund COVID-19 response and recovery, including creation of mass testing and vaccination sites, developing and administering frontline worker retention and hazard pay programs, and maximizing the use of federal funding for long term process improvement. In this role she testified before legislative committees, briefed governors, and presented insights from federal legislation and policies.

### **Project Lead- Medicaid System Replacements**

Hillary led teams responsible for a variety of tasks, including: development of state Requests for Proposals, implementation of Medicaid Management Information Systems, development of Integrated Eligibility Systems, Care Coordination/Health Information Exchange, and Managed Care Organization Medicaid contracts.

### **Project Director- Legal Management System Implementations**

Hillary led the technical analysis and modernization planning for a legal management system for a major state agency.

### **Project Director- Salesforce Property Records Management**

Hillary led a large cross-functional team modernizing and integrating a major transportation agency's property records and lease agreements. Hillary and team reconciled complex business rules, managed flawed and ancient legacy data, and developed data ingestion processes to merge data across accounts receivable, accounts payable, and legal management systems,

## SKILLS

- Legislative and policy analysis
- Major Medicaid System Implementations
- Client relation and engagement management
- Systems integrations
- Federally funded, state managed project requirements

## CERTIFICATIONS

- ABD Ph.D., Political Science, Boston College
- MA, Political Science, Boston College



## Trish O'Neill

**Project Manager / Scrum Master**

### RELEVANT EXPERIENCE

#### **Engagement Lead & Solution Arch | Public Sector**

Led a Salesforce Development & Change Management team of 10 in designing and launching a case management system to streamline processes and operations related to law enforcement officer standards and certifications, including the implementation of an online portal. Tricia provided leadership and oversight, as well as expertise in business architecture, requirements gathering, and solution design.

#### **Engagement Lead | Information Security**

Led a globally distributed Strategy & Operations team of 7 in designing an intuitive partner portal experience to improve satisfaction and add value to constituents. Tricia provided expertise across process design and business architecture, cultivating in a program roadmap to create a scalable, transparent, and accurate system.]

#### **Engagement Lead | Healthcare**

Tricia led a 6-month Agile engagement with team aimed at building and enhancing a new customer onboarding portal leveraging Salesforce Experience Cloud and Service Cloud. Tricia participated in business requirements gathering and helped coach stakeholders in understanding architecture dependencies and prioritization of features. Tricia facilitated ongoing daily standups, backlog refinement, user acceptance testing, collaborative sprint planning with clearly established sprint goals, and iterative releases, while also coaching team members in Business Analyst best practices.

### SKILLS

- Program & Project Management
- Risk Management
- Agile/Waterfall Delivery
- Stakeholder Analysis & Management
- Team Building and Communication
- Project Performance Reporting & Analysis
- Process and Operations Improvement
- Business Analysis
- Workshop Facilitation
- Functional Testing / Defect Management
- Salesforce (Service, Sales, and Community Clouds)
- Jira, Confluence, Miro

### CERTIFICATIONS

- Project Management Professional (PMP®)



## Andy Meigs

### Quality Lead

#### RELEVANT EXPERIENCE

##### Quality Assurance Lead- Healthcare

A leading wearable medical device firm needed a new Salesforce Sales and Marketing platform as well as a new customer-facing portal to support its continued rapid growth. Andy coordinated all aspects of testing for the effort, including designing the program test strategy and spinning up a testing team to support the work of 8 scrum teams. He coordinated successful Data Migration and Integrations testing. He ensured key test cases were prioritized for automation and coordinated delivery of an automated test suite covering all core functions of the system.

##### Quality Assurance Lead- Healthcare

A top provider of dialysis equipment and technology wanted to implement Salesforce to better enable its sales and marketing processes. Andy organized the project's test strategy, directed testing progress and organized successful virtual User Acceptance Testing prior to a go-live to roughly 100 users.

##### Business Analyst- Management Consulting

A leading management consultancy wanted to implement a state-of-the-art knowledge management system. He crafted test cases, conducted manual testing, and helped to develop and communicate QA processes and best-practices within his scrum team. This ultimately led to a successful deployment to over six thousand weekly active users and a double-digit increase in user satisfaction compared to the old system.

#### SKILLS

- Quality Assurance
- Project Management
- Business Analysis
- Salesforce
- Requirements Gathering
- Business Intelligence

#### CERTIFICATIONS

- Certified Scrum Master



## Cormac Malley

**Business Analyst / Quality Analyst**

### RELEVANT EXPERIENCE

#### **Quality Analyst - State of MA (Salesforce)**

Supported a public sector client as the quality analyst, ensuring all Slalom built features in the Salesforce environment met the acceptance criteria, testing to ensure working functionality, and a good user experience. Developed comprehensive test cases for all features to ensure every aspect of a feature had been tested across all necessary personas. Logged bugs and managed the defect resolution process.

#### **Business Analyst - Public Sector (Salesforce)**

Supported a public sector project as the BA, contributing significantly to the discovery and design process, working closely with client stakeholders to design and develop their internal business processes, define a workflow, and document all relevant requirements, needs, and information. Managed a user story backlog in Jira, developed the project testing plan, and led discussions between the client and the internal Slalom team to ensure we gathered and captured all necessary information.

#### **Quality Analyst - Public Sector (Salesforce)**

Supported as a quality analyst, ensuring all Slalom built features in the Salesforce environment met the acceptance criteria, testing to ensure working functionality, and a good user experience. Developed comprehensive test cases for all features and stories to ensure every aspect of a feature was tested across personas. Logged bugs and managed the defect resolution process.

#### **BA/QA Support - Health Technology (Salesforce)**

Provided support across all aspects of the Salesforce development project. Contributed to requirements gathering, note taking, process mapping, backlog grooming, test case development, and UAT activities.

### SKILLS

- Business Analysis
- Business Planning
- Quality Assurance
- Change Management
- Project Management
- JIRA
- Business Process Analysis
- Agile Program Management
- Proposal Management
- Market Research
- Problem Solving

### CERTIFICATIONS

- Certified Salesforce Administrator





## Andrew Bunyard

### Training Lead

#### RELEVANT EXPERIENCE

##### **Adoption And Enablement | Health and Human Services**

Served as Business Readiness Lead on a statewide Health and Human Services agency Integrated Eligibility System (IES) implementation project with a focus on managing key people readiness responsibilities, including communications, training, and change management efforts. As a result of this work, more than 900 employees were engaged and trained prior to the launch of an IES system serving approx. 1.5 million residents.

##### **Training Design and Delivery | Health and Human Services**

Managed the development and delivery of adoption readiness training for a data analytics platform implementation for a state Health and Human Services agency. Responsible for preparing ~50 employees to utilize data analytics and visualization tools for key executive-level, public-facing, and federal regulatory reporting.

##### **Business Readiness | Health and Human Services**

Served as a member of the training and operational readiness team for a large-scale business process redesign effort. Helped developed curriculum and facilitate training for over 1,200 state employees; executed computer-based and workshop-style classroom training sessions in conjunction with business process redesign efforts.

#### SKILLS

- Change Management
- Training Development and Delivery
- Communication Management
- Integrated Eligibility Systems (IES)
- Business Intelligence & Analytics
- Data Visualization
- Salesforce
- Learning Management Systems
- ERP Systems

#### CERTIFICATIONS

- Project Management Professional (PMP®)
- Certified SAFe® 5 Agilist



## Kathleen Hughes

Training Consultant

### RELEVANT EXPERIENCE

#### **Change Enablement and Learning Strategy - Public Sector**

Served as Training and Change co-lead on organization-wide core system implementation for customer-facing state agency. Developed communication and change management road map to align leadership and staff on key business goals and project milestones. Led a team to develop and deliver training content to front-line staff across the Commonwealth. Consulted with senior leadership to identify business objectives, organizational capabilities, and performance requirements.

#### **Business Transformation - Insurance**

Developed framework for new operating model for organization implementing a new product across three newly merged entities. Developed communication plan and content to create awareness and buy-in of the new product and operating model. Created training plan and content to drive adoption of new processes and technologies for leadership and staff, including videos and SOPs.

#### **Training Design and Deployment - Insurance**

Managed the development and deployment of training for operations unit across multiple initiatives, including CRM email messaging feature, supervisory training on key performance indicators. Created content to develop staff awareness of self-service web tools to drive customer adoption.

### SKILLS

- Change Management
- Training Development and Delivery
- Communication Planning
- Process Improvement
- Standard Operating Procedures
- Learning Management Systems
- Project Management
- Multimedia Design
- Speaking and Workshops

### CERTIFICATIONS

- Certified Professional for Learning and Performance (CPLP)



## Ryan Dowski

### Public Sector Solutions SME

#### RELEVANT EXPERIENCE

**Team Lead / Solution Owner - State Government**  
Oversaw multiple projects and workstreams with State clients focused on Public Sector Solutions, custom Service Cloud and Experience Cloud implementations. Ryan brought extensive knowledge of Public Sector, Salesforce best practices and Agile where he served as a solution architect, project manager, functional lead. He also worked as the primary point of contact between external stakeholders and the consulting teams.

**Solution Architect / Senior Consultant - Federal Government**

Worked with Federal Clients to implement large Service and Experience Cloud implementations. Served as Solution Architect and Lead Functional consultant conducting requirements gathering sessions and stakeholder interviews across large matrix offices and departments. Ryan performed Solution demos to high-ranking Government officials fostering deeper relationships with the client team. Ryan also partnered with Product Owners to create a streamlined process for enhancements, defining priority levels based on return on investment and scheduling them into a defined release cadence.

**Solution Architect / Lead Consultant - Non-Profit**

Served as the Lead consultant on an enterprise proof of concept Salesforce rollout to migrate a large Non-Profit organization to Salesforce from disparate legacy systems. Ryan leveraged an agile framework and methodologies to show proof of concept through performing stakeholder interviews, creation of personas, requirements gathering, conducting solution design, change management, communication strategy & rollout, and performed end user training. After the successful proof of concept, Ryan served as the program lead migrating the whole enterprise over to Salesforce powered by Sales and Non-Profit Cloud.

#### SKILLS

- Solution Design
- Business Process Improvement
- Government & Public Sector
- Declarative Automation & Configuration
- Agile Methodologies
- Six Sigma Black Belt

#### CERTIFICATIONS

- Administrator
- Advanced Administrator
- Certified Associate

## About Slalom

Slalom is a purpose-led, global business and technology consulting company. From strategy to implementation, our approach is fiercely human. In six countries and 43 markets, we deeply understand our customers—and their customers—to deliver practical, end-to-end solutions that drive meaningful impact. Backed by close partnerships with over 400 leading technology providers, our 12,000+ strong team helps people and organizations dream bigger, move faster, and build better tomorrows for all. We're honored to be consistently recognized as a great place to work, including being one of Fortune's 100 Best Companies to Work For seven years running. Learn more at [slalom.com](https://www.slalom.com).

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**slalom**

[slalom.com](https://www.slalom.com)

**COST PROPOSAL FORM**  
**SOW# RFQ 396-24**

Agency Name: New Hampshire Department of Health and Human Services Bureau of Mental Health Services

Contact Person: Claudia Roy

The Bidder must provide an hourly rate for each staff classification listed below and also identify other technical staff classifications and the hourly rates for each that may be necessary to meet the Department's business needs for any work above and beyond the scope of this SOW. These hourly billing rates will be in effect through the full term of the contract.

Staffing		
Line	Classification	Hourly Rate
1	Program Manager	\$259.92
2	Scrum Master	\$217.48
3	Salesforce Technical Architect	\$270.53
4	Salesforce Administrator	\$228.09
5	Salesforce Platform Developer	\$228.09
6	Salesforce Data Architect	\$270.53
7	Salesforce Business Analyst	\$201.57
8	Salesforce Training Consultant	\$217.48

Thank you for accepting a firm fixed price of \$814,926 for design and implementation of NH-DHHS's Bureau of Mental Health Services Housing Application Platform, as described in our submitted RFQ response documents.

OS  
RDN

4/24/2024

# New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

## SECTION A: CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

### ALTERNATIVE I - FOR CONTRACTORS OTHER THAN INDIVIDUALS

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by contractors (and by inference, sub-contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a contractor (and by inference, sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each Agreement during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the Agreement. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of Agreements, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner  
NH Department of Health and Human Services  
129 Pleasant Street  
Concord, NH 03301-6505

1. The Contractor certifies that it will or will continue to provide a drug-free workplace by:
  - 1.1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - 1.2. Establishing an ongoing drug-free awareness program to inform employees about
    - 1.2.1. The dangers of drug abuse in the workplace;
    - 1.2.2. The Contractor's policy of maintaining a drug-free workplace;
    - 1.2.3. Any available drug counseling, rehabilitation, and employee assistance programs; and
    - 1.2.4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - 1.3. Making it a requirement that each employee to be engaged in the performance of the Agreement be given a copy of the statement required by paragraph (a);
  - 1.4. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the Agreement, the employee will
    - 1.4.1. Abide by the terms of the statement; and
    - 1.4.2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
  - 1.5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 1.4.2 from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every contract officer on whose contract activity the convicted employee was working, unless the Federal

## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

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- agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected Agreement;
- 1.6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 1.4.2, with respect to any employee who is so convicted
    - 1.6.1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
    - 1.6.2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
  - 1.7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1.1, 1.2, 1.3, 1.4, 1.5, and 1.6.
2. The Contractor may insert in the space provided below the site(s) for the performance of work done in connection with the specific Agreement.

Place of Performance (street address, city, county, state, zip code) (list each location)

Check  if there are workplaces on file that are not identified here.

## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

### SECTION B: CERTIFICATION REGARDING LOBBYING

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

US DEPARTMENT OF HEALTH AND HUMAN SERVICES – CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

Programs (indicate applicable program covered):

- \*Temporary Assistance to Needy Families under Title IV-A
- \*Child Support Enforcement Program under Title IV-D
- \*Social Services Block Grant Program under Title XX
- \*Medicaid Program under Title XIX
- \*Community Services Block Grant under Title VI
- \*Child Care Development Block Grant under Title IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, loan, or cooperative agreement (and by specific mention sub-contractor).
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, loan, or cooperative agreement (and by specific mention sub-contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, see <https://omb.report/icr/201009-0348-022/doc/20388401>
3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.



## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

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### SECTION C: CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12549 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

#### INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this Agreement, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this Agreement is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See <https://www.govinfo.gov/app/details/CFR-2004-title45-vol1/CFR-2004-title45-vol1-part76/context>.
6. The prospective primary participant agrees by submitting this Agreement that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties) <https://www.ecfr.gov/current/title-22/chapter-V/part-513>.

v1 6/23

Exhibit D  
Federal Requirements

Contractor's Initials DS  
KDN  
Date 3/27/2024

## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

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9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

### PRIMARY COVERED TRANSACTIONS

11. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
  - 11.1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - 11.2. Have not within a three-year period preceding this proposal (Agreement) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - 11.3. Are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (l)(b) of this certification; and
  - 11.4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
12. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

### LOWER TIER COVERED TRANSACTIONS

13. By signing and submitting this lower tier proposal (Agreement), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:
  - 13.1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
  - 13.2. Where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (Agreement).
14. The prospective lower tier participant further agrees by submitting this proposal (Agreement) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

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### SECTION D: CERTIFICATION OF COMPLIANCE WITH REQUIREMENTS PERTAINING TO FEDERAL NONDISCRIMINATION, EQUAL TREATMENT OF FAITH-BASED ORGANIZATIONS, WHISTLEBLOWER PROTECTIONS, CLEAN AIR AND CLEAN WATER ACT

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

Contractor will comply, and will require any subcontractors to comply, with any applicable federal nondiscrimination requirements, which may include:

1. The Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. Section 3789d) which prohibits recipients of federal funding under this statute from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act requires certain recipients to produce an Equal Employment Opportunity Plan;
2. The Juvenile Justice Delinquency Prevention Act of 2002 (42 U.S.C. Section 5672(b)) which adopts by reference, the civil rights obligations of the Safe Streets Act. Recipients of federal funding under this statute are prohibited from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act includes Equal Employment Opportunity Plan requirements;
3. The Civil Rights Act of 1964 (42 U.S.C. Section 2000d, which prohibits recipients of federal financial assistance from discriminating on the basis of race, color, or national origin in any program or activity);
4. The Rehabilitation Act of 1973 (29 U.S.C. Section 794), which prohibits recipients of Federal financial assistance from discriminating on the basis of disability, in regard to employment and the delivery of services or benefits, in any program or activity;
5. The Americans with Disabilities Act of 1990 (42 U.S.C. Sections 12131-34), which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation;
6. The Education Amendments of 1972 (20 U.S.C. Sections 1681, 1683, 1685-86), which prohibits discrimination on the basis of sex in federally assisted education programs;
7. The Age Discrimination Act of 1975 (42 U.S.C. Sections 6106-07), which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance. It does not include employment discrimination;
8. 28 C.F.R. pt. 31 (U.S. Department of Justice Regulations – OJJDP Grant Programs); 28 C.F.R. pt. 42 (U.S. Department of Justice Regulations – Nondiscrimination; Equal Employment Opportunity; Policies and Procedures); Executive Order No. 13279 (equal protection of the laws for faith-based and community organizations); Executive Order No. 13559, which provide fundamental principles and policy-making criteria for partnerships with faith-based and neighborhood organizations;
9. 28 C.F.R. pt. 38 (U.S. Department of Justice Regulations – Equal Treatment for Faith-Based Organizations); and Whistleblower protections 41 U.S.C. §4712 and The National Defense Authorization Act (NDAA) for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013) the Pilot

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Exhibit D  
Federal Requirements

Contractor's Initials RDW  
Date 3/27/2024

## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

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Program for Enhancement of Contract Employee Whistleblower Protections, which protects employees against reprisal for certain whistle blowing activities in connection with federal grants and contracts.

10. The Clean Air Act (42 U.S.C. 7401-7671q.) which seeks to protect human health and the environment from emissions that pollute ambient, or outdoor, air.

11. The Clean Water Act (33 U.S.C. 1251-1387) which establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.

The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the Agreement. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of Agreements, or government wide suspension or debarment.

In the event a Federal or State court or Federal or State administrative agency makes a finding of discrimination after a due process hearing on the grounds of race, color, religion, national origin, or sex against a recipient of funds, the recipient will forward a copy of the finding to the Office for Civil Rights, to the applicable contracting agency or division within the Department of Health and Human Services, and to the Department of Health and Human Services Office of the Ombudsman.

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this Agreement, the Contractor agrees to comply with the provisions indicated above.

## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

### SECTION E: CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor identified in Section 1.3 of the General Provisions agrees, by signature of the Contractor's representative as identified in Section 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this Agreement, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.

## New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

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### SECTION F: CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT (FFATA) COMPLIANCE

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$30,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$30,000 or more. If the initial award is below \$30,000 but subsequent grant modifications result in a total award equal to or over \$30,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), the Department of Health and Human Services (DHHS) must report the following information for any sub award or contract award subject to the FFATA reporting requirements:

1. Name of entity
2. Amount of award
3. Funding agency
4. NAICS code for contracts / CFDA program number for grants
5. Program source
6. Award title descriptive of the purpose of the funding action
7. Location of the entity
8. Principle place of performance
9. Unique Entity Identifier (SAM UEI; DUNS#)
10. Total compensation and names of the top five executives if:
  - 10.1. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
  - 10.2. Compensation information is not already available through reporting to the SEC.  
Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of the Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

DS  


# New Hampshire Department of Health and Human Services Exhibit D – Federal Requirements

## FORM A

As the Grantee identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The UEI (SAM.gov) number for your entity is: D975PL76FFK7
2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

NO                       YES

If the answer to #2 above is NO, stop here  
If the answer to #2 above is YES, please answer the following:

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C.78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

NO                       YES

If the answer to #3 above is YES, stop here  
If the answer to #3 above is NO, please answer the following:

4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

Name: <u>N/A</u>	Amount: <u>0</u>
Name: <u>N/A</u>	Amount: <u>0</u>
Name: <u>N/A</u>	Amount: <u>0</u>
Name: <u>N/A</u>	Amount: <u>0</u>
Name: <u>N/A</u>	Amount: <u>0</u>

Contractor Name:

3/27/2024  
Date:

DocuSigned by:  
Russell Norris  
C1980E272E204RC  
Name: Russell Norris  
Title: General Manager

## New Hampshire Department of Health and Human Services

### Exhibit E

## DHHS Information Security Requirements

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### A. Definitions

The following terms may be reflected and have the described meaning in this document:

1. "Breach" means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
2. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.
3. "Confidential Information" or "Confidential Data" means all confidential information disclosed by one party to the other such as all medical, health, financial, public assistance benefits and personal information including without limitation, Substance Abuse Treatment Records, Case Records, Protected Health Information and Personally Identifiable Information.

Confidential Information also includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) or accessed in the course of performing contracted services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes, but is not limited to Protected Health Information (PHI), Personal Information (PI), Personal Financial Information (PFI), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.

4. "End User" means any person or entity (e.g., contractor, contractor's employee, business associate, subcontractor, other downstream user, etc.) that receives DHHS data or derivative data in accordance with the terms of this Contract.
5. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.
6. "Incident" means an act that potentially violates an explicit or implied security policy, which includes attempts (either failed or successful) to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss

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## New Hampshire Department of Health and Human Services

### Exhibit E

### DHHS Information Security Requirements

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- or misplacement of hardcopy documents, and misrouting of physical or electronic mail, all of which may have the potential to put the data at risk of unauthorized access, use, disclosure, modification or destruction.
7. "Open Wireless Network" means any network or segment of a network that is not designated by the State of New Hampshire's Department of Information Technology or delegate as a protected network (designed, tested, and approved, by means of the State, to transmit) will be considered an open network and not adequately secure for the transmission of unencrypted PI, PFI, PHI or confidential DHHS data.
  8. "Personal Information" (or "PI") means information which can be used to distinguish or trace an individual's identity, such as their name, social security number, personal information as defined in New Hampshire RSA 359-C:19, biometric records, etc., alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother's maiden name, etc.
  9. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
  10. "Protected Health Information" (or "PHI") has the same meaning as provided in the definition of "Protected Health Information" in the HIPAA Privacy Rule at 45 C.F.R. § 160.103.
  11. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. Part 164, Subpart C, and amendments thereto.
  12. "Unsecured Protected Health Information" means Protected Health Information that is not secured by a technology standard that renders Protected Health Information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.

#### I. RESPONSIBILITIES OF DHHS AND THE CONTRACTOR

##### A. Business Use and Disclosure of Confidential Information.

1. The Contractor must not use, disclose, maintain or transmit Confidential Information except as reasonably necessary as outlined under this Contract. Further, Contractor, including but not limited to all its directors, officers, employees and agents, must not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.

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## New Hampshire Department of Health and Human Services

### Exhibit E

### DHHS Information Security Requirements

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2. The Contractor must not disclose any Confidential Information in response to a request for disclosure on the basis that it is required by law, in response to a subpoena, etc., without first notifying DHHS so that DHHS has an opportunity to consent or object to the disclosure.
3. If DHHS notifies the Contractor that DHHS has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Contractor must be bound by such additional restrictions and must not disclose PHI in violation of such additional restrictions and must abide by any additional security safeguards.
4. The Contractor agrees that DHHS Data or derivative there from disclosed to an End User must only be used pursuant to the terms of this Contract.
5. The Contractor agrees DHHS Data obtained under this Contract may not be used for any other purposes that are not indicated in this Contract.
6. The Contractor agrees to grant access to the data to the authorized representatives of DHHS for the purpose of inspecting to confirm compliance with the terms of this Contract.

#### II. METHODS OF SECURE TRANSMISSION OF DATA

1. Application Encryption. If End User is transmitting DHHS data containing Confidential Data between applications, the Contractor attests the applications have been evaluated by an expert knowledgeable in cyber security and that said application's encryption capabilities ensure secure transmission via the internet.
2. Computer Disks and Portable Storage Devices. End User may not use computer disks or portable storage devices, such as a thumb drive, as a method of transmitting DHHS data.
3. Encrypted Email. End User may only employ email to transmit Confidential Data if email is encrypted and being sent to and being received by email addresses of persons authorized to receive such information.
4. Encrypted Web Site. If End User is employing the Web to transmit Confidential Data, the secure socket layers (SSL) must be used and the web site must be secure. SSL encrypts data transmitted via a Web site.
5. File Hosting Services, also known as File Sharing Sites. End User may not use file hosting services, such as Dropbox or Google Cloud Storage, to transmit Confidential Data.
6. Ground Mail Service. End User may only transmit Confidential Data via *certified* ground mail within the continental U.S. and when sent to a named individual.
7. Laptops and PDA. If End User is employing portable devices to transmit Confidential Data said devices must be encrypted and password-protected.

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## New Hampshire Department of Health and Human Services

### Exhibit E

### DHHS Information Security Requirements

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8. Open Wireless Networks. End User may not transmit Confidential Data via an open wireless network. End User must employ a virtual private network (VPN) when remotely transmitting via an open wireless network.
9. Remote User Communication. If End User is employing remote communication to access or transmit Confidential Data, a virtual private network (VPN) must be installed on the End User's mobile device(s) or laptop from which information will be transmitted or accessed.
10. SSH File Transfer Protocol (SFTP), also known as Secure File Transfer Protocol. If End User is employing an SFTP to transmit Confidential Data, End User will structure the Folder and access privileges to prevent inappropriate disclosure of information. SFTP folders and sub-folders used for transmitting Confidential Data will be coded for 24-hour auto-deletion cycle (i.e. Confidential Data will be deleted every 24 hours).
11. Wireless Devices. If End User is transmitting Confidential Data via wireless devices, all data must be encrypted to prevent inappropriate disclosure of information.

### III. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS

The Contractor will only retain the data and any derivative of the data for the duration of this Contract. After such time, the Contractor will have 30 days to destroy the data and any derivative in whatever form it may exist, unless, otherwise required by law or permitted under this Contract. To this end, the parties must:

#### A. Retention

1. The Contractor agrees it will not store, transfer or process data collected in connection with the services rendered under this Contract outside of the United States. This physical location requirement shall also apply in the implementation of cloud computing, cloud service or cloud storage capabilities, and includes backup data and Disaster Recovery locations.
2. The Contractor agrees to ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
3. The Contractor agrees to provide security awareness and education for its End Users in support of protecting Department confidential information.
4. The Contractor agrees to retain all electronic and hard copies of Confidential Data in a secure location and identified in section IV. A.2
5. The Contractor agrees Confidential Data stored in a Cloud must be in a FedRAMP/HITECH compliant solution and comply with all applicable statutes and regulations regarding the privacy and security. All servers and devices must have currently-supported and hardened operating systems, the latest anti-viral, antihacker, anti-spam, anti-spyware, and anti-malware utilities. The environment, as a whole, must have aggressive intrusion-detection and firewall protection.

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## New Hampshire Department of Health and Human Services

### Exhibit E

### DHHS Information Security Requirements

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6. The Contractor agrees to and ensures its complete cooperation with the State's Chief Information Officer in the detection of any security vulnerability of the hosting infrastructure.

#### B. Disposition

1. If the Contractor will maintain any Confidential Information on its systems (or its sub-contractor systems), the Contractor will maintain a documented process for securely disposing of such data upon request or contract termination; and will obtain written certification for any State of New Hampshire data destroyed by the Contractor or any subcontractors as a part of ongoing, emergency, and or disaster recovery operations. When no longer in use, electronic media containing State of New Hampshire data shall be rendered unrecoverable via a secure wipe program in accordance with industry-accepted standards for secure deletion and media sanitization, or otherwise physically destroying the media (for example, degaussing) as described in NIST Special Publication 800-88, Rev 1, Guidelines for Media Sanitization, National Institute of Standards and Technology, U. S. Department of Commerce. The Contractor will document and certify in writing at time of the data destruction, and will provide written certification to the Department upon request. The written certification will include all details necessary to demonstrate data has been properly destroyed and validated. Where applicable, regulatory and professional standards for retention requirements will be jointly evaluated by the State and Contractor prior to destruction.
2. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to destroy all hard copies of Confidential Data using a secure method such as shredding.
3. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to completely destroy all electronic Confidential Data by means of data erasure, also known as secure data wiping.

#### IV. PROCEDURES FOR SECURITY

- A. Contractor agrees to safeguard the DHHS Data received under this Contract, and any derivative data or files, as follows:
  1. The Contractor will maintain proper security controls to protect Department confidential information collected, processed, managed, and/or stored in the delivery of contracted services.
  2. The Contractor will maintain policies and procedures to protect Department confidential information throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).

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## New Hampshire Department of Health and Human Services

### Exhibit E

### DHHS Information Security Requirements

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3. The Contractor will maintain appropriate authentication and access controls to contractor systems that collect, transmit, or store Department confidential information where applicable.
4. The Contractor will ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
5. The Contractor will provide regular security awareness and education for its End Users in support of protecting Department confidential information.
6. If the Contractor will be sub-contracting any core functions of the engagement supporting the services for State of New Hampshire, the Contractor will maintain a program of an internal process or processes that defines specific security expectations, and monitoring compliance to security requirements that at a minimum match those for the Contractor, including breach notification requirements.
7. The Contractor will work with the Department to sign and comply with all applicable State of New Hampshire and Department system access and authorization policies and procedures, systems access forms, and computer use agreements as part of obtaining and maintaining access to any Department system(s). Agreements will be completed and signed by the Contractor and any applicable sub-contractors prior to system access being authorized.
8. If the Department determines the Contractor is a Business Associate pursuant to 45 CFR 160.103, the Contractor will execute a HIPAA Business Associate Agreement (BAA) with the Department and is responsible for maintaining compliance with the agreement.
9. The Contractor will work with the Department at its request to complete a System Management Survey. The purpose of the survey is to enable the Department and Contractor to monitor for any changes in risks, threats, and vulnerabilities that may occur over the life of the Contractor engagement. The survey will be completed annually, or an alternate time frame at the Departments discretion with agreement by the Contractor, or the Department may request the survey be completed when the scope of the engagement between the Department and the Contractor changes.
10. The Contractor will not store, knowingly or unknowingly, any State of New Hampshire or Department data offshore or outside the boundaries of the United States unless prior express written consent is obtained from the Information Security Office leadership member within the Department.
11. Data Security Breach Liability. In the event of any security breach Contractor shall make efforts to investigate the causes of the breach, promptly take measures to prevent

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## New Hampshire Department of Health and Human Services

### Exhibit E

#### DHHS Information Security Requirements

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future breach and minimize any damage or loss resulting from the breach. The State shall recover from the Contractor all costs of response and recovery from

the breach, including but not limited to: credit monitoring services, mailing costs and costs associated with website and telephone call center services necessary due to the breach.

12. Contractor must, comply with all applicable statutes and regulations regarding the privacy and security of Confidential Information, and must in all other respects maintain the privacy and security of PI and PHI at a level and scope that is not less than the level and scope of requirements applicable to federal agencies, including, but not limited to, provisions of the Privacy Act of 1974 (5 U.S.C. § 552a), DHHS Privacy Act Regulations (45 C.F.R. §5b), HIPAA Privacy and Security Rules (45 C.F.R. Parts 160 and 164) that govern protections for individually identifiable health information and as applicable under State law.
13. Contractor agrees to establish and maintain appropriate administrative, technical, and physical safeguards to protect the confidentiality of the Confidential Data and to prevent unauthorized use or access to it. The safeguards must provide a level and scope of security that is not less than the level and scope of security requirements established by the State of New Hampshire, Department of Information Technology. Refer to Vendor Resources/Procurement at <https://www.nh.gov/doi/vendor/index.htm> for the Department of Information Technology policies, guidelines, standards, and procurement information relating to vendors.
14. Contractor agrees to maintain a documented breach notification and incident response process. The Contractor will notify the State's Privacy Officer and the State's Security Officer of any security breach immediately, at the email addresses provided in Section VI. This includes a confidential information breach, computer security incident, or suspected breach which affects or includes any State of New Hampshire systems that connect to the State of New Hampshire network.
15. Contractor must restrict access to the Confidential Data obtained under this Contract to only those authorized End Users who need such DHHS Data to perform their official duties in connection with purposes identified in this Contract.
16. The Contractor must ensure that all End Users:
  - a. comply with such safeguards as referenced in Section IV A. above, implemented to protect Confidential Information that is furnished by DHHS under this Contract from loss, theft or inadvertent disclosure.
  - b. safeguard this information at all times.
  - c. ensure that laptops and other electronic devices/media containing PHI, PI, or PFI are encrypted and password-protected.

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## New Hampshire Department of Health and Human Services

### Exhibit E

#### DHHS Information Security Requirements

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- d. send emails containing Confidential Information only if encrypted and being sent to and being received by email addresses of persons authorized to receive such information.
- e. limit disclosure of the Confidential Information to the extent permitted by law.
- f. Confidential Information received under this Contract and individually identifiable data derived from DHHS Data, must be stored in an area that is physically and technologically secure from access by unauthorized persons during duty hours as well as non-duty hours (e.g., door locks, card keys, biometric identifiers, etc.).
- g. only authorized End Users may transmit the Confidential Data, including any derivative files containing personally identifiable information, and in all cases, such data must be encrypted at all times when in transit, at rest, or when stored on portable media as required in section IV above.
- h. in all other instances Confidential Data must be maintained, used and disclosed using appropriate safeguards, as determined by a risk-based assessment of the circumstances involved.
- i. understand that their user credentials (user name and password) must not be shared with anyone. End Users will keep their credential information secure. This applies to credentials used to access the site directly or indirectly through a third party application.

Contractor is responsible for oversight and compliance of their End Users. DHHS reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided in herein, HIPAA, and other applicable laws and Federal regulations until such time the Confidential Data is disposed of in accordance with this Contract.

#### V. LOSS REPORTING

The Contractor must notify the State's Privacy Officer and Security Officer of any Security Incidents and Breaches immediately, at the email addresses provided in Section VI.

The Contractor must further handle and report Incidents and Breaches involving PHI in accordance with the agency's documented Incident Handling and Breach Notification procedures and in accordance with 42 C.F.R. §§ 431.300 - 306. In addition to, and notwithstanding, Contractor's compliance with all applicable obligations and procedures, Contractor's procedures must also address how the Contractor will:

1. Identify Incidents;
2. Determine if personally identifiable information is involved in Incidents;
3. Report suspected or confirmed Incidents as required in this Exhibit or P-37;

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## New Hampshire Department of Health and Human Services

### Exhibit E

## DHHS Information Security Requirements

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4. Identify and convene a core response group to determine the risk level of Incidents and determine risk-based responses to Incidents; and
5. Determine whether Breach notification is required, and, if so, identify appropriate Breach notification methods, timing, source, and contents from among different options, and bear costs associated with the Breach notice as well as any mitigation measures.

Incidents and/or Breaches that implicate PI must be addressed and reported, as applicable, in accordance with NH RSA 359-C:20.

### VI. PERSONS TO CONTACT

A. DHHS Privacy Officer:

DHHSPrivacyOfficer@dhhs.nh.gov B.

DHHS Security Officer:

DHHSInformationSecurityOffice@dhhs.nh.gov





New Hampshire Department of Health and Human

Exhibit F

**BUSINESS ASSOCIATE AGREEMENT**

The Contractor identified in Section 1.3 of the General Provisions of the Agreement (Form P-37) ("Agreement"), and any of its agents who receive use or have access to protected health information (PHI), as defined herein, shall be referred to as the "Business Associate." The State of New Hampshire, Department of Health and Human Services, "Department" shall be referred to as the "Covered Entity." The Contractor and the Department are collectively referred to as "the parties."

The parties agree, to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191, the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162, and 164 (HIPAA), provisions of the HITECH Act, Title XIII, Subtitle D, Parts 1&2 of the American Recovery and Reinvestment Act of 2009, 42 USC 17934, et sec., applicable to business associates, and as applicable, to be bound by the provisions of the Confidentiality of Substance Use Disorder Patient Records, 42 USC s. 290 dd-2, 42 CFR Part 2, (Part 2), as any of these laws and regulations may be amended from time to time.

(1) **Definitions**

- a. The following terms shall have the same meaning as defined in HIPAA, the HITECH Act, and Part 2, as they may be amended from time to time:
  - "Breach," "Designated Record Set," "Data Aggregation," Designated Record Set," "Health Care Operations," "HITECH Act," "Individual," "Privacy Rule," "Required by law," "Security Rule," and "Secretary."
- b. Business Associate Agreement, (BAA) means the Business Associate Agreement that includes privacy and confidentiality requirements of the Business Associate working with PHI and as applicable, Part 2 record(s) on behalf of the Covered Entity under the Agreement.
- c. "Constructively Identifiable," means there is a reasonable basis to believe that the information could be used, alone or in combination with other reasonably available information, by an anticipated recipient to identify an individual who is a subject of the information.
- d. "Protected Health Information" ("PHI") as used in the Agreement and the BAA, means protected health information defined in HIPAA 45 CFR 160.103, limited to the information created, received, or used by Business Associate from or on behalf of Covered Entity, and includes any Part 2 records, if applicable, as defined below.
- e. "Part 2 record" means any patient "Record," relating to a "Patient," and "Patient Identifying Information," as defined in 42 CFR Part 2.11.
- f. "Unsecured Protected Health Information" means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.

(2) **Business Associate Use and Disclosure of Protected Health Information**

- a. Business Associate shall not use, disclose, maintain, store, or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under the Agreement. Further, Business Associate, including but not

Exhibit F

Business Associate Agreement  
Page 1 of 5

Contractor Initials

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Date 3/27/2024



## New Hampshire Department of Health and Human

### Exhibit F

limited to all its directors, officers, employees, and agents, shall protect any PHI as required by HIPAA and 42 CFR Part 2, and not use, disclose, maintain, store, or transmit PHI in any manner that would constitute a violation of HIPAA or 42 CFR Part 2.

- b. Business Associate may use or disclose PHI, as applicable:
  - I. For the proper management and administration of the Business Associate;
  - II. As required by law, according to the terms set forth in paragraph c. and d. below;
  - III. According to the HIPAA minimum necessary standard;
  - IV. For data aggregation purposes for the health care operations of the Covered Entity; and
  - V. Data that is de-identified or aggregated and remains constructively identifiable may not be used for any purpose outside the performance of the Agreement.
- c. To the extent Business Associate is permitted under the BAA or the Agreement to disclose PHI to any third party or subcontractor prior to making any disclosure, the Business Associate must obtain, a business associate agreement or other agreement with the third party or subcontractor, that complies with HIPAA and ensures that all requirements and restrictions placed on the Business Associate as part of this BAA with the Covered Entity, are included in those business associate agreements with the third party or subcontractor.
- d. The Business Associate shall not, disclose any PHI in response to a request or demand for disclosure, such as by a subpoena or court order, on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity can determine how to best protect the PHI. If Covered Entity objects to the disclosure, the Business Associate agrees to refrain from disclosing the PHI and shall cooperate with the Covered Entity in any effort the Covered Entity undertakes to contest the request for disclosure, subpoena, or other legal process. If applicable relating to Part 2 records, the Business Associate shall resist any efforts to access part 2 records in any judicial proceeding.

### (3) Obligations and Activities of Business Associate

- a. Business Associate shall implement appropriate safeguards to prevent unauthorized use or disclosure of all PHI in accordance with HIPAA Privacy Rule and Security Rule with regard to electronic PHI, and Part 2, as applicable.
- b. The Business Associate shall immediately notify the Covered Entity's Privacy Officer at the following email address; DHHSPrivacyOfficer@dhhs.nh.gov after the Business Associate has determined that any use or disclosure not provided for by its contract, including any known or suspected privacy or security incident or breach has occurred potentially exposing or compromising the PHI. This includes inadvertent or accidental uses or disclosures or breaches of unsecured protected health information.
- c. In the event of a breach, the Business Associate shall comply with the terms of this Business Associate Agreement, all applicable state and federal laws and regulations and any additional requirements of the Agreement.
- d. The Business Associate shall perform a risk assessment, based on the information available at the time it becomes aware of any known or suspected privacy or

Exhibit F

Business Associate Agreement  
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RDN

3/27/2024

Date \_\_\_\_\_

V 2.0



New Hampshire Department of Health and Human

Exhibit F

security breach as described above and communicate the risk assessment to the Covered Entity. The risk assessment shall include, but not be limited to:

- I. The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
  - II. The unauthorized person who accessed, used, disclosed, or received the protected health information;
  - III. Whether the protected health information was actually acquired or viewed; and
  - IV. How the risk of loss of confidentiality to the protected health information has been mitigated.
- e. The Business Associate shall complete a risk assessment report at the conclusion of its incident or breach investigation and provide the findings in a written report to the Covered Entity as soon as practicable after the conclusion of the Business Associate's investigation.
  - f. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the US Secretary of Health and Human Services for purposes of determining the Business Associate's and the Covered Entity's compliance with HIPAA and the Privacy and Security Rule, and Part 2, if applicable.
  - g. Business Associate shall require all of its business associates that receive, use or have access to PHI under the BAA to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein.
  - h. Within ten (10) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the BAA and the Agreement.
  - i. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
  - j. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
  - k. Business Associate shall document any disclosures of PHI and information related to any disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
  - l. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to

Exhibit F

Contractor Initials

PHI in  
RDN

Date 3/27/2024



## New Hampshire Department of Health and Human

### Exhibit F

accordance with 45 CFR Section 164.528.

- m. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within five (5) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- n. Within thirty (30) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-ups of such PHI in any form or platform.
  - VI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, or if retention is governed by state or federal law, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible for as long as the Business Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

#### (4) Obligations of Covered Entity

- a. Covered Entity shall post a current version of the Notice of the Privacy Practices on the Covered Entity's website:  
<https://www.dhhs.nh.gov/oos/hipaa/publications.htm> in accordance with 45 CFR Section 164.520.
- b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this BAA, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.
- c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

#### (5) Termination of Agreement for Cause

- a. In addition to the General Provisions (P-37) of the Agreement, the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a material breach by Business Associate of the Business Associate Agreement. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity.

#### (6) Miscellaneous

- a. Definitions, Laws, and Regulatory References. All laws and regulations

Exhibit F

Business Associate Agreement

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Contractor Initials

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Date 3/27/2024



New Hampshire Department of Health and Human

Exhibit F

herein, shall refer to those laws and regulations as amended from time to time. A reference in the Agreement, as amended to include this Business Associate Agreement, to a Section in HIPAA or 42 Part 2, means the Section as in effect or as amended.

- b. Change in law - Covered Entity and Business Associate agree to take such action as is necessary from time to time for the Covered Entity and/or Business Associate to comply with the changes in the requirements of HIPAA; 42 CFR Part 2 other applicable federal and state law.
c. Data Ownership - The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
d. Interpretation - The parties agree that any ambiguity in the BAA and the Agreement shall be resolved to permit Covered Entity and the Business Associate to comply with HIPAA and 42 CFR Part 2.
e. Segregation - If any term or condition of this BAA or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this BAA are declared severable.
f. Survival - Provisions in this BAA regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the BAA in section (3) g. and (3) n.l., and the defense and indemnification provisions of the General Provisions (P-37) of the Agreement, shall survive the termination of the BAA.

IN WITNESS WHEREOF, the parties hereto have duly executed this Business Associate Agreement.

Department of Health and Human Services

Slalom, Inc

The State

Name of the Contractor

DocuSigned by:

Katja S. Fox

DocuSigned by:

Russell Norris

ED9D65B04C00442...

C1960F272E2046C...

Signature of Authorized Representative

Signature of Authorized Representative

Katja S. Fox

Russell Norris

Name of Authorized Representative

Name of Authorized Representative

Director

General Manager

Title of Authorized Representative

Title of Authorized Representative

3/28/2024

3/27/2024

Date

Date

Exhibit F

Contractor Initials

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# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that SLALOM, INC. is a Delaware Profit Corporation registered to transact business in New Hampshire on June 01, 2020. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 843174

Certificate Number: 0006668329



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 15th day of April A.D. 2024.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular stamp.

David M. Scanlan  
Secretary of State

## Certificate of Authority

I, James D. Mitchell, certify that I am the duly elected Secretary of Slalom, Inc., a corporation organized under the laws of the State of Delaware ("Slalom").

I further certify that Russell Norris is the General Manager of Slalom and is authorized to sign and submit the First Amendment to the Agreement for Salesforce Professional Services between Slalom, Inc. and the State of New Hampshire, Department of Administrative Services No. 8002977 ("Amendment") on behalf of Slalom. The Amendment was duly signed for and on behalf of Slalom by authority of its Board of Directors and is within the scope of its corporate powers.

I hereby certify that this authority has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority was valid thirty (30) days prior to and remains valid for thirty (30) days from the date of this Certificate of Authority. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

This 15th day of April 2024.

*James D. Mitchell*

James D. Mitchell (Apr 15, 2024 13:29 PDT)

James D. Mitchell



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
04/22/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> MARSH USA, LLC. 1301 5th Avenue, Suite 1900 Seattle, WA 98101 Attn: Seattle.CertRequest@marsh.com  CN102866506-Slal-GAWUP-24-25	<b>CONTACT NAME:</b> PHONE (A/C No. Ext): _____ FAX (A/C, No.): _____ E-MAIL ADDRESS: _____														
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Federal Insurance Company</td> <td>20281</td> </tr> <tr> <td>INSURER B : ACE American Insurance Company</td> <td>22667</td> </tr> <tr> <td>INSURER C : Syndicate 2623/623 at Lloyd's</td> <td>N/A</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Federal Insurance Company	20281	INSURER B : ACE American Insurance Company	22667	INSURER C : Syndicate 2623/623 at Lloyd's	N/A	INSURER D :		INSURER E :		INSURER F :
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INSURER D :															
INSURER E :															
INSURER F :															
<b>INSURED</b> Slalom, Inc. 255 S. King St., Suite 1800 Seattle, WA 98104															

**COVERAGES**                      **CERTIFICATE NUMBER:** SEA-004010775-00                      **REVISION NUMBER:** 0

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WYD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		36078470	01/01/2024	01/01/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 100,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	<input type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY		73631555	01/01/2024	01/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$		78198107	01/01/2024	01/01/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
B	<input type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> <input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N    N/A	71836942	01/01/2024	01/01/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional- Tech E&O/Cyber		W31153240301	01/01/2024	01/01/2025	Limit 10,000,000 Deductible 2,500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Exhibit of Insurance

<b>CERTIFICATE HOLDER</b>  State of New Hampshire Department of Health and Human Services 129 Pleasant St. Concord, NH 03301-3857	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE of Marsh USA LLC  <i>Marsh USA LLC</i>



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# State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES

25 Capitol Street - Room 100  
Concord, New Hampshire 03301  
(603) 271-3201 [Office@das.nh.gov](mailto:Office@das.nh.gov)

Charles M. Arlinghaus  
Commissioner

Catherine A. Keane  
Deputy Commissioner

Sheri L. Rockburn  
Assistant Commissioner

March 27, 2024

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

## REQUESTED ACTION

Authorize the Department of Administrative Services to enter into a **Retroactive** amendment to an existing contract (Contract #8002977) with Slalom, Inc. (VC#318836), Boston, MA, for salesforce professional services by extending the completion date from December 31, 2023 to December 31, 2024 with no change to the price limitation of \$10,000,000.00 effective January 1, 2024 upon Governor and Executive Council approval. The original contract (Contract #8002977) was approved by Governor and Executive Council on October 13, 2021, item #99.

Funding shall be provided through individual agency expenditures, none of which shall be permitted unless there are sufficient appropriated funds to cover the expenditure.

## EXPLANATION

This Request is **Retroactive** because of administrative delays in finalizing Slalom, Inc.'s contract (Contract #8002977) extension.

As previously stated, the original contract (Contract #8002977) was approved by the Governor and Executive Council on October 13, 2021, item #99.

The Department of Administrative Services (DAS), through the Bureau of Purchase and Property (BoPP), issued request for information (RFI) 2024-370 on August 16, 2023, with responses due on August 30, 2023. This RFI reached 41 vendors through the NIGP electronic sourcing platform and 1 additionally sourced vendor. There were 13 responses received providing updated pricing and identifying new opportunities in the market. Further assessment of

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
Page 2 of 2

responses received, determined that a one-year extension would be in the best interest of the State in order to prevent service interruptions for projects while building a new Request for Proposal (RFP) to solicit updated rates and improved services that will fit evolving industry needs.

Upon approval, this requested contract amendment with Slalom, Inc. will allow continued support and services for the Department of Information Technology (DoIT) to support the strategic business objectives of State agencies; to create and sustain a secure and reliable information technology environment; and to ensure careful and responsible management of the State's information technology resources. Not providing this service would increase the probability of shortfalls in all agency-secured information technology environments that would likely create data breaches.

The current spend is \$0.00. There are no additional funds requested as the current contract price limitation can support the one-year extension.

Contract financials	
Original contract price limitation	\$10,000,000.00
Less current spend on contract	\$0.00
Available balance in price limitation	\$10,000,000.00

Based on the foregoing, I am respectfully recommending approval of the **Retroactive** contract amendment with Slalom, Inc..

Respectfully submitted,



Charles M. Arlinghaus  
Commissioner



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**

27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

**Denis Goulet**  
*Commissioner*

December 14, 2023

Charles M. Arlinghaus, Commissioner  
Department of Administrative Services  
State of New Hampshire  
25 Capitol Street – Room 100  
Concord, NH 03301

Dear Commissioner Arlinghaus:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract amendment with Brite Systems Inc., Spruce Technology, Inc., Deloitte Consulting LLP, Coresphere, LLC, MTX Group, Tech Mahindra Americas Inc., Slalom, Inc., and Sapient Corporation d/b/a Publicis Sapient, as described below and referenced as DoIT No. 2021-081A.

The purpose of this request is to provide statewide Salesforce Professional Services and for the continued support and services for the Department of Information Technology (DoIT) to support the strategic business objectives of State agencies, to create and sustain a secure and reliable information technology environment, and to ensure careful and responsible management of the State's information technology resources.

The Total Price Limitation will not change and shall remain \$10,000,000, effective upon Governor and Executive Council approval through December 31, 2024.

A copy of this letter must accompany the Department of Administrative Services' submission to the Governor and Executive Council for approval.

Sincerely,

A handwritten signature in cursive script that reads "Denis Goulet".

Denis Goulet

DG/jd  
DoIT #2021-081A

cc: Rebecca Bolton, IT Manager



Division of Procurement Support Services  
Bureau of Purchase Property

Gary S. Lunetta  
Director  
(603) 271-2201

RFI Summary

RFI Description	Saleforce Professional Services	Agency	DoIT
RFI#	2024-370	Vendor	Slalom, Inc.
Agent Name	Claudia Roy	RFI Closing	8/30/2023 @ 9:00 AM

Less current spend on contract	\$0.00
Current price limitation	\$10,000,000.00
Available balance in price limitation	\$10,000,000.00

Recommendation Summary	
Statewide Contract or Amendment	Amendment
Term of Contract	4.00
Price Limitation	\$10,000,000.00
Number of Solicitations Received	13
Number of Sourced bidders	1
Number of NIGP Vendors Sourced	41
Number of non-responsive bidders	29
P-37 Checklist Complete	Yes
D&B Report Attached	NA
Method of Payment (P-card/ACH)	Both
FOB Delivered	Yes

Special Notes:	
----------------	--

**FIRST AMENDMENT TO THE CONTRACT  
BETWEEN SLALOM, INC.  
AND  
THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF ADMINISTRATIVE SERVICES,  
FOR SALESFORCE PROFESSIONAL SERVICES  
CONTRACT # 8002977**

This First Amendment (hereinafter referred to as the "Amendment"), dated this 5<sup>th</sup> day of March, 2024, is by and between the State of New Hampshire, Department of Administrative Services (hereinafter referred to as "the State") and Slalom, Inc. (hereinafter referred to as "the Contractor") for Salesforce Professional Services.

WHEREAS, pursuant to an agreement effective October 13, 2021, Item #99, set to expire December 31, 2023, (hereinafter referred to as "the Agreement"), the Contractor agreed to perform certain Salesforce Professional Services for the State in consideration of payment by the State of certain sums as specified therein; and

WHEREAS, pursuant to Section 17 of the Agreement, the Agreement may be amended by an instrument in writing executed by both parties;

NOW, THEREFORE, for and in consideration of the mutual promises set forth in this Amendment and the underlying Agreement, the parties do mutually agree as follows:

1. Delete in its entirety Form Number P-37, item 1.7 Completion Date and substitute the following:
  - 1.7 December 31, 2024
2. Section 3. Term of Contract as set forth in Exhibit B (Scope of Services) is deleted in its entirety and replaced with the following:

The term of this Contract shall commence upon the approval by the Governor and Executive Council and shall continue thereafter through December 31, 2023, a period of approximately two and one-half (2.5) years, unless extended for additional terms.

The Contract may be extended for five (5) additional one-year extension terms thereafter upon the same terms, conditions and pricing structure upon the approval of the Governor and Executive Council.

The maximum term of the Contract (including all extensions) cannot exceed seven and one-half (7.5) years.

This master agreement will continue to govern all purchase orders beyond the contract expiration date until project completion has been finalized.

3. Paragraph 2 as set forth in Exhibit C (Pricing Structure) is deleted in its entirety and replaced with the following:

2. Pricing Structure. Contractor shall provide the services at the not-to exceed hourly rates set forth in the table below.

Position	Hourly Rate
Program Manager	\$259.92

Scrum Master	\$217.48
Salesforce Technical Architect	\$270.53
Salesforce Administrator	\$228.09
Salesforce Platform Developer	\$228.09
Salesforce Data Architect	\$270.53
Salesforce Business Analyst	\$201.57
Salesforce Training Consultant	\$217.48

4. All other provisions of the Agreement; approved by the Governor and Executive Council on October 13, 2021, Item #99, shall remain in full force and effect.

Stalom, Inc.

By: *R. Norris*  
Russell D. Norris (Print Name)

Russell D. Norris

(Print Name)

Title: GM Boston

Date: Mar 5, 2024

STATE OF NEW HAMPSHIRE

By: *Charles M. Arlinghaus*

Charles M. Arlinghaus

(Print Name)

Title: Commissioner  
Department of Administrative Services

Date: March 6, 2024

OFFICE OF THE ATTORNEY GENERAL

By: *Duncan A. Edgar*

Duncan A. Edgar

(Print Name)

Title: Attorney

Date: March 6, 2024

The foregoing contract was approved by  
the Governor and Council of New  
Hampshire on

Signed: \_\_\_\_\_

(Print Name)

Title: \_\_\_\_\_

Contractor Initials: *RA*

Date: Mar 5, 2024

99 m/c



# State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES

25 Capitol Street - Room 120  
Concord, New Hampshire 03301  
[Office@das.nh.gov](mailto:Office@das.nh.gov)

Charles M. Arlinghaus  
Commissioner  
(603) 271-3201

Joseph B. Bouchard  
Assistant Commissioner  
(603) 271-3204

Catherine A. Koane  
Deputy Commissioner  
(603) 271-2059

August 20, 2021

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

## REQUESTED ACTION

Authorize the Department of Administrative Services to enter into a contract with Slalom, LLC of Boston, MA (Vendor No. 318836), for an aggregate price limitation of \$10,000,000.00 among all awarded vendors, for Salesforce Professional Services. The term shall be effective upon Governor and Council approval and ending on December 31, 2023 with the option to extend for two (2) additional one-year extension terms.

Funding shall be provided through individual agency expenditures, none of which shall be permitted unless there are sufficient appropriated funds to cover the expenditure.

## EXPLANATION

The Department of Administrative Services, through the Bureau of Purchase and Property, and in collaboration with the Department of Information Technology, issued a request for proposal on February 3, 2021 with responses due on March 3, 2021. There were 11 compliant responses received.

It is the Department's intent to enter into contracts with the 10 highest scoring vendors where through a Request for Quote (RFQ) and Statement of Work (SOW) process the Department of Administrative Services, on behalf of a requesting State agency, will issue RFQ/SOW to all contractors. Each SOW will detail various requirements related to the services, planning and implementation of new projects. The project engagement will be based upon the highest scoring response. Project engagements under the agreements with a dollar value exceeding \$10,000 shall be brought before the Executive Council for approval prior to proceeding with the engagements.



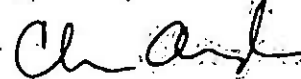
His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
August 20, 2021  
Page 2 of 2

As the State's experience and expertise with Salesforce matures, it will expand its Salesforce capabilities and services offered. The production Salesforce environment is centrally managed. The State has implemented an Enterprise Government Model that seeks to establish Standard Operating Procedures (SOP) and processes on the use of third party solutions.

Through the proposed contracts, the State anticipates improvements in the following areas: automating business processes, providing prompt responses to tracking or delivering constituent needs, refining business operations based on access to insightful data, securing information within compliance of State and Federal regulations, and deploying rapid solutions throughout the State of New Hampshire's IT environment.

Enabling these capabilities will often require the use of expert resources that can assist the State to efficiently design, govern, maintain and provide ongoing management of these platforms in a secure, responsible and effective manner. Contracting mechanisms that shorten the "time to value" are needed to procure resources to work with State agencies and IT staff to supplement existing constrained resources that are needed to provide the skills necessary for the State to excel in its Digital Government Initiatives. Based on the foregoing, I am respectfully recommending approval of the contract with Stalom, LLC.

Respectfully submitted,



Charles M. Artinghaus  
Commissioner



Division of Procurement Support Services  
Bureau of Purchase Property

Gary S. Lunetta  
Director  
(603) 271-2201

Bid Description	Salesforce Professional Svc	Agency:	Statewide
Bid #	RFP 2425-21	Requisition: #	N/A
Agent Name	Paul Rhodes	Bid Closing:	3/3/21 @ 10:00 AM

Tech Mahindra	92.9
CoreSphere	90.9
Deloitte	87.1
MTX Group	86.0
22nd Century	82.6
Spruce Tech	82.5
Catalyst	80.0
Brite Systems	79.7
Publicis	
Sapient	79.5
Slalom	75.2
AquaLagoon	64.0



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

**Denis Goulet**  
*Commissioner*

August 12, 2021

**Charles M. Arlinghaus, Commissioner**  
Department of Administrative Services  
State of New Hampshire  
25 Capitol Street  
Concord, NH 03301

Dear Commissioner Arlinghaus,

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into seven (10) contracts as described below and referenced as DoIT No. 2021-081.

The ten (10) contracts being requested are for:

1. Brite Systems Inc. of Indianapolis, IN
2. Catalyst Consulting Group, Inc. of Chicago, IL
3. Spruce Technology, Inc. of Clifton, NJ
4. Deloitte Consulting LLP of Concord, NH
5. Coresphere, LLC of Bethesda, MD
6. MTX Group of Albany, NY
7. 22nd Century Technologies, Inc. of Mclean, VA
8. Tech Mahindra Americas Inc. of Plan, TX
9. Sapient Corporation d/b/a Publicis Sapient of Boston, MA
10. Slalom, LLC of Boston, MA

This is a request to enter into a statewide contract with ten (10) vendors to allow agencies to release RFQ's/SOW's for Salesforce Professional Services. These contracts will provide a mechanism for agencies requiring assistance with ongoing and future projects. Currently, all applications are internally focused and used exclusively by State agency personnel; public data submission is currently done through web to case. It is anticipated that as the State's experience and expertise with Salesforce matures, it will expand its Salesforce capabilities and services offered.

The total amount of the ten (10) contracts is not to exceed \$10,000,000, and shall become effective upon Governor and Executive Council approval through December 31, 2023.

**Denis Goulet**  
*Commissioner*

**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doi](http://www.nh.gov/doi)

A copy of this letter should accompany the Department of Administrative Services' submission to the Governor and Executive Council for approval.

Sincerely,



Denis Goulet

DG/ik  
DoIT #2021-081

cc: Paul Rhodes, DAS

FORM NUMBER P-37 (version 12/11/2019)

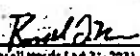
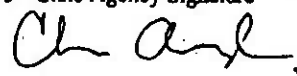

**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

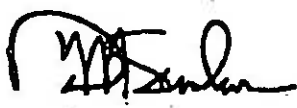
**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name Department of Administrative Services		1.2 State Agency Address State House Annex 25 Capitol Street Concord, NH 03301	
1.3 Contractor Name Slalom, LLC		1.4 Contractor Address 399 Boylston Street Suite 1000 Boston, MA 02116	
1.5 Contractor Phone Number 617-640-0092	1.6 Account Number Various	1.7 Completion Date December 31, 2023	1.8 Price Limitation \$10,000,000.00
1.9 Contracting Officer for State Agency Paul Rhodes, Purchasing Manager		1.10 State Agency Telephone Number 603-271-3350	
1.11 Contractor Signature  <small>Russell Norris (LA 72; 2021 11:43 EDT)</small>		1.12 Name and Title of Contractor Signatory Russell Norris General Manager	
Date: Jul 21, 2021			
1.13 State Agency Signature 		1.14 Name and Title of State Agency Signatory Charles M. Arlinghaus, Commissioner	
Date: 8/23/21			
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable)			
By:		Director, On:	
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable)			
By: 		On: 8/30/2021	
1.17 Approval by the Governor and Executive Council (if applicable)			
G&C Item number:		G&C Meeting Date: OCT 13 2021	



**DEPUTY SECRETARY OF STATE**

**2. SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.17, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds affected by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete

compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

## 8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

8.3. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

## 9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT B. In addition, at the State's discretion, the Contractor shall, within 15 days of notice of early termination, develop and submit to the State a Transition Plan for services under the Agreement.

## 10. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

10.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulas, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

## 12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice, which shall be provided to the State at least fifteen (15) days prior to the assignment, and a written consent of the State. For purposes of this paragraph, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.2 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State. The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. INDEMNIFICATION. Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under

this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

**14. INSURANCE.**

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

**15. WORKERS' COMPENSATION.**

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("Workers' Compensation").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

17. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

18. CHOICE OF LAW AND FORUM. This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party. Any actions arising out of this Agreement shall be brought and maintained in New Hampshire Superior Court which shall have exclusive jurisdiction thereof.

19. CONFLICTING TERMS. In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and/or attachments and amendment thereof, the terms of the P-37 (as modified in EXHIBIT A) shall control.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.



**EXHIBIT A**

**SPECIAL PROVISIONS**

1. Delete Section 13. INDEMNIFICATION in its entirety and substitute with the following:

The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph.

The Contractor shall require any subcontractor, delegates, or transferees to agree in writing to defend, indemnify and hold harmless the State, its officers and employees from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the subcontractor, delegate, or transferee.

Further, notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this Agreement

**EXHIBIT B  
SCOPE OF SERVICES**

**1. INTRODUCTION**

This Master Agreement is entered into by and between Slalom, LLC (hereinafter referred to as the "Contractor") and the State of New Hampshire (hereinafter referred to as the "State"). The Contractor hereby agrees to provide the State and its agencies with for Salesforce Professional Services in accordance to this Agreement and the terms of Request for Quotes (RFQ)/Statements of Work (SOW) to this Agreement.

**2. CONTRACT DOCUMENTS**

This Contract consists of the following documents ("Contract Documents"):

- a. State of New Hampshire Terms and Conditions, General Provisions Form P-37
- b. EXHIBIT A Special Provisions
- c. EXHIBIT B Scope of Services
- d. EXHIBIT C Method of Payment
- e. EXHIBIT D RFP 2425-21
- f. EXHIBIT E RFQ/SOW

In the event of any conflict among the terms or provisions of the documents listed above, the following order of priority shall indicate which documents control: (1) Form Number P-37, as modified in Exhibit A, Special Provisions, (2) EXHIBIT B "Scope of Services," (3) EXHIBIT C "Method of Payment," (4) RFQ/SOW Worksheet, and (5) EXHIBIT D "RFP 2425-21."

All RFQ/SOW and Purchase Orders shall be subject solely to the terms of this Contract. In the event of any conflict among the terms or provisions of this Contract and the SOW and Purchase Orders, the terms of this Contract must take precedent.

**3. TERM OF CONTRACT**

The term of this Contract shall commence upon the approval by the Governor and Executive Council and shall continue thereafter through December 31, 2023, a period of approximately two and one-half (2.5) years, unless extended for additional terms.

The Contract may be extended for five (5) additional one-year extension terms thereafter upon the same terms, conditions and pricing structure upon the approval of the Governor and Executive Council.

The maximum term of the Contract (including all extensions) cannot exceed seven and one-half (7.5) years.

#### **4. SCOPE OF WORK**

All SOWs that are negotiated between the Parties shall be in writing and executed by both Parties and shall be attached hereto as supplemental Exhibits, and shall be incorporated into, and governed by, this Agreement. A standard template to request a quote is attached (Exhibit E). Contractor must be capable of providing information technology professional services for implementing Salesforce solutions.

Contractor will receive RFQs/SOW from the Department of Administrative Services with a Salesforce Professional Services Scope of Work. Each Scope of Work will detail various requirements related to the planning and implementation of new projects. Each Scope of Work may request Salesforce implementation and experience in varying functional areas or require mandatory expertise. Requests for Services or Deliverables under the Contract will be submitted on behalf of State Agencies in the form of an RFQ/SOW to all contractors. An RFQ/SOW shall not constitute a binding order until a Purchase Order and RFQ/SOW have been approved per the requirements of the Contract.

In cases where special licenses, accreditations or certifications are required by the State, federal or local law or regulation to perform Services of specified job descriptions or RFQ/SOW, Contractor shall provide copies of such license, accreditation or certification within five (5) business days upon award when requested by the State.

Individual RFQs/SOW may include additional contractual requirements, certifications, or approvals that must be satisfied at the time the Purchase Order (PO) is placed or upon delivery. Any federal requirements or additional funding requirements will be defined by the State in the RFQ/SOW and incorporated in Purchase Orders (PO).

#### **I. STANDARDS FOR FUTURE PROJECTS**

##### **I. USE OF CONTRACTOR SOLUTIONS**

- When awarded a project through the RFQ/SOW process, Contractor will provide the services as specified within the RFQ/SOW.
- Contractor shall explicitly state what Salesforce licenses are required as well as any third party applications when responding to a RFQ/SOW.
- Each RFQ/SOW may include requirements about the System Integrator's (SI) experience in implementing a similar solution. Experience shall include requirements that include but are not limited to, how many solutions of a similar nature are implemented and operational, the size and complexity of the project, and any experience with statutory, regulatory, or industry standards. The specific Contractor proposed functionality must be described.

#### **II. SECURITY AND TESTING**

##### **I. APPLICATION SECURITY**

Contractor shall:

- Develop Software applications based on industry best practices and incorporating information security throughout the Software development life cycle;
- Perform a Code Review prior to release of the application to the State to move it into production. The code Review may be done in a manner mutually agreeable to the Contractor and the State. Copies of the final, remediated results shall be provided to the State for Review and audit purposes;
- Follow Change Control Procedures (CCP) relative to release of code; and
- Develop applications following security-coding guidelines as set forth by organizations such as, but not limited to Open Web Application Security Project (OWASP) Top 10, SANS Common Weakness Enumeration (CWE) Top 25 or CERT Secure Coding.

## II. TEST PLANNING AND PREPARATION

Contractor shall meet the State's testing and acceptance requirements. All Testing and Acceptance addressed herein shall apply to testing the System. This shall include planning, test scenario development, Data and System preparation for testing, and execution of Unit Testing, System integration testing, conversion/migration testing, installation testing, performance, and stress testing, Security Review and testing, and support of the State during user Acceptance Testing (UAT).

Contractor must disclose in their RFQ/SOW responses the scheduling assumptions used in regard to the Using Agency's resource efforts during testing.

Contractor shall certify, in writing, that the Contractor's own staff has successfully executed all prerequisite testing, along with reporting the actual testing results.

The State will commence its testing within five (5) business days of receiving Certification from the Contractor that the State's personnel have been trained and the System is installed, configured, complete, and ready for State testing. The testing will be conducted by the State in an environment independent from the Contractor's development environment. Contractor must assist the State with testing in accordance with the Test Plan and the Work Plan, utilizing test and live Data to validate reports, and conduct stress and performance testing.

## III. TESTING

Testing begins upon completion of the Software configuration, as required and user training according to the Work Plan. Testing ends upon issuance of a letter of UAT Acceptance by the State.

Contractor shall adhere to the State's standard methodology described in Table III-C: State Recommended Testing Methodology.

Table III-C: State Recommended Testing Methodology
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<p><b>Unit Testing</b></p>	<p>Application components are tested on an individual basis to verify that the inputs, outputs, and processing logic of each application component functions without errors. Unit Testing is performed in either the development environment or a testing environment.</p> <p>The goal is to find errors in the smallest unit of Software. If successful, subsequent integration testing should only reveal errors related to the integration between application components.</p>
<p><b>System Integration Testing</b></p>	<ul style="list-style-type: none"> <li>a. Validates the integration between the individual unit application components and verifies that the new System meets defined requirements and supports execution of interfaces and business processes. The Systems Integration Test is performed in a test environment.</li> <li>b. Emphasizes end-to-end business processes and the flow of information across applications. It includes all key business processes and interfaces being implemented, confirms Data transfers with external parties, and includes the transmission or printing of all electronic and paper documents.</li> <li>c. The State will conduct System Integration Testing, utilizing scripts developed, as identified in the Test Plan, to validate the functionality of the System and its interfaces. The State will also use System Integration Testing to validate modifications, fixes and other System interactions with the Contractor supplied Software Solution.</li> </ul>
<p><b>Conversion /Migration Validation Testing</b></p>	<p>The Conversion/Migration Validation Testing should replicate the entire flow of the converted Data through the Software Solution. As the Software Solution is interfaced to legacy or third-party applications, the testing verifies that the resulting converted legacy Data performs correctly.</p>
<p><b>Installation Testing</b></p>	<p>Application components are installed in the System test environment to test the installation routines and are refined for the eventual production environment). This activity serves as a dry run of the installation steps in preparation for configuring the production System.</p>

<p><b>User Acceptance Testing (UAT)</b></p>	<p>The User Acceptance Test (UAT) is a Verification process performed in a copy of the production environment. The User Acceptance Test verifies System functionality against predefined Acceptance criteria that support the successful execution of approved business processes.</p> <ul style="list-style-type: none"> <li>a. The Contractor's Project Manager must certify in writing, that the Contractor's own staff has successfully executed all prerequisite Contractor testing, along with reporting the actual testing results prior to the start of any testing executed by State staff.</li> <li>b. The State will be presented with a State approved Test Plan, test scenarios, test cases, test scripts, test Data, and expected results, as well as written Certification of the Contractor's having completed the prerequisite tests, prior to the State staff involvement in any testing activities.</li> <li>c. UAT will also serve as a performance and stress test of the System. It may cover any aspect of the new System, including administrative procedures such as backup and recovery. The results of the UAT provide evidence that the new System meets the User Acceptance criteria as defined in the Work Plan</li> </ul> <p>Upon successful conclusion of UAT and successful System deployment, the State will issue a letter of UAT Acceptance and the respective Warranty Period shall commence as described in Section 4.12 Warranty Period.</p>
<p><b>Regression Testing</b></p>	<p>As a result, of the user testing activities, problems will be identified that require correction. The State will notify the Contractor of the nature of the testing failures in writing. The Contractor will be required to perform additional testing activities in response to State and/or user problems identified from the testing results.</p> <p>Regression Testing means selective re-testing to detect faults introduced during the modification effort, both to verify that the modifications have not caused unintended adverse effects, and to verify that the modified and related (possibly affected) System components still meet their specified requirements.</p> <ul style="list-style-type: none"> <li>a. For each minor failure of an Acceptance Test, the Acceptance Period shall be extended by corresponding time defined in the Test Plan.</li> </ul>

	<p>b. The Contractor shall notify the State no later than five (5) business days from the Contractor's receipt of written notice of the test failure when the Contractor expects the corrections to be completed and ready for retesting by the State. The Contractor will have up to five (5) business days to make corrections to the problem unless specifically extended in writing by the State.</p> <p>c. When a programming change is made in response to a problem identified during user testing, a Regression Test Plan should be developed by the Contractor based on the understanding of the program and the change being made to the program. The Test Plan has two objectives:</p> <ol style="list-style-type: none"><li>1. Validate that the change/update has been properly incorporated into the program; and</li><li>2. Validate that there has been no unintended change to the other portions of the program.</li></ol> <p>d. The Contractor shall:</p> <ol style="list-style-type: none"><li>1. Create a set of test conditions, test cases, and test data that will validate that the change has been incorporated correctly;</li><li>2. Create a set of test conditions, test cases, and test data that will validate that the unchanged portions of the program still operate correctly; and</li><li>3. Manage the entire cyclic process.</li></ol> <p>e. The Contractor will be expected to execute the Regression Test, provide actual testing results, and certify its completion in writing to the State prior to passing the modified Software application to the users for retesting.</p> <p>In designing and conducting such Regression Testing, the Contractor will be required to assess the risks inherent to the modification being implemented and weigh those risks against the time and effort required for conducting the Regression Tests. In other words, the Contractor will be expected to design and conduct Regression Tests that will identify any unintended</p>
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	consequences of the modification while taking into account Schedule and economic considerations.	
<b>Security Review and Testing</b>	IT Security involves all functions pertaining to the securing of State Data and Systems through the creation and definition of security policies, procedures and controls covering such areas as Identification, Authentication and non-repudiation.	
	All components of the Software shall be Reviewed and tested to ensure they protect the State's hardware and Software and its related Data assets.	
	<b>Service Component</b>	<b>Defines the set of capabilities that:</b>
	<b>Identification and Authentication</b>	Supports obtaining information about those parties attempting to log onto a system or application for security purposes and the validation of users.
	<b>Access Control</b>	Supports the management of permissions for logging onto a computer or network.
	<b>Encryption</b>	Supports the encoding of Data for security purposes
	<b>Intrusion Detection</b>	Supports the detection of illegal entrance into a computer system.
	<b>Verification</b>	Supports the confirmation of authority to enter a computer system, application or network.
	<b>Digital Signature</b>	Guarantees the unaltered state of a file.
<b>User Management</b>	Supports the administration of computer, application and network accounts within an organization.	



<p><b>Role/Privilege Management</b></p>	<p>Supports the granting of abilities to users or groups of users of a computer, application or network.</p>
<p><b>Audit Trail Capture and Analysis</b></p>	<p>Supports the identification and monitoring of activities within an application or system.</p>
<p><b>Input Validation</b></p>	<p>Ensures the application is protected from buffer overflow, cross-site scripting, SQL injection, and unauthorized access of files and/or directories on the server.</p>
<p>Prior to any System being moved into production, Contractor shall provide results of all security testing to the Department of Information Technology for Review and Acceptance. All Software and hardware shall be free of malicious code (malware).</p>	

**III. GENERAL REQUIREMENTS**

**I. CONTRACTOR STAFF**

The Contractor's Project Manager requires approval of the State prior to award of any RFQ/SOW. The State's approval process may include, without limitation, at the State's discretion, review of the proposed Project Manager's resume, qualifications, references and background checks, and an interview. The Contractor's Project Manager must be qualified to perform the obligations required of the position under the Contract, have full authority to make binding decisions, and shall function as the Contractor's representative for all administrative and management matters. The Project Manager must be available to promptly respond during Normal Working Hours within two (2) hours to inquiries from the State, and be at the site as needed.

The Contractor shall not change key staff and Project Manager commitments (collectively referred to as "Project Staff") unless such replacement is necessary due to sickness, death, termination of employment, or unpaid leave of absence. Any such changes to the Contractor's Project Staff shall require the prior written approval of the State. Replacement Project Staff shall have comparable or greater skills with regard to performance of the Project as the staff being replaced and be subject to the provisions of this Contract.

The State may conduct reference and background checks on the Contractor's Project Staff. The State shall maintain the confidentiality of reference and background screening results. The State reserves the right to reject the Contractor's Project Staff as a result of such reference and background checks. The State also reserves the right to require removal or reassignment of the Contractor's Key Project Staff found unacceptable to the State.

Notwithstanding anything to the contrary, the State shall have the option to terminate the Contract, at its discretion, if it is dissatisfied with the Contractor's replacement Project Staff.

The Contractor shall not allow its personnel or subcontractors to store State data on portable devices, including personal computers, except as specified and allowed by the Contract, and then only on devices that are used and kept at its data centers within the Continental United States. The Contractor shall permit its personnel and contractors to access State data remotely only to provide technical support and as specified or required by the contract.

ii. Program Support Roles

A. PROJECT MANAGER

The Contractor must have, maintain for the duration of this Agreement and engage Project Manager in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Project Manager shall have at least 5+ years of Program/Project Management experience managing a contract and IT project team within the Public Sector or Government environments.
- Strong ability to establish and maintain effective working relationships with associates, subordinates, public officials and other professionals. A very strong verbal, written and presentation skills and an ability to express ideas clearly and concisely both orally and in all forms of communication.
- Certification in the field of Project Management.
- Understanding of Agency business strategies and oversees short and long-term Salesforce strategies for IT infrastructure, operations and Agency IT Plan (AITP), and works with project team to define objectives, research IT requirements, provide cost benefit analysis and directs projects towards the best Salesforce solution.
- Provides input into the design and implementation of project management/infrastructure processes where modifications are beneficial to support project outcomes. This may include items such as deliverable templates, invoice processing, time approval, or sub-team reporting where such infrastructure is not existent or not meeting the needs of the project.
- Demonstrates technical and judgmental skills required to perform project management.
- Provides direction and support for assigned projects (project intake/prioritizations, and workflow and document management) to ensure timely and efficient completion of tasks.
- Assumes responsibility for projects and assigned staff and consultants; including delegation and scheduling of work across agencies and provides timely project progress reviews and feedback to senior leadership in DoIT, Project participants and sponsors.
- Maintain continuous and effective oversight of analysis and coordination efforts, including business analysts to support project mission and objectives.
- Leads analysis as well as project management tasks and activities as needed to move project efforts towards completion.
- Maintains project plan monitoring, control and updates as authorized and approved by DoIT management.

- Participates in intra- and inter- agency discussions, requiring logical and technological expertise, particularly to share and document information and coordinate with project stakeholders from DoIT and other agencies.
- Continually seeks to improve practices to add quality and value in support of the intended assigned project missions and goals.
- Facilitate ongoing status reporting and conduct periodic project reviews.
- Ability to perform financial management duties – producing bills/invoices and tracking the project budget.
- Maintains a Program Management Schedule that tracks upcoming work, major accomplishments, and risks.
- Ability to manage project staff and ensure that they meet approved project deadlines.

#### **B. Scrum Master**

The Contractor must have, maintain for the duration of this Agreement and engage Scrum Master in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Scrum Master shall have at least 5+ years of experience a Salesforce project team within the Public Sector or Governmental environments.
- At least 1 of the following certifications: Certified Scrum Master, PMI Agile Certified Practitioner, Professional Scrum Master II Certification.
- Experience with facilitating Scrum Events and Activities.
- Experience with ensuring the project team and government staff understand the scrum or agile framework that will be used for sprints and releases.
- Experience with leading Scrum or Scrum Sessions.
- Experience with ensuring that the Sprint Stays aligned to Sprint Goals and meets the definition of done.
- Experience with tracking and communicating issues that are discussed during the Daily Scrums or Scrum of Scrum sessions.
- Experience with facilitating Sprint Retrospective and identify areas of improvement.
- Experience with supporting the development team in creating user stories for each sprint.
- Experience in application design and development as well a systems maintenance and operations of a large-scale IT system.
- Experience with maintaining the Scrum Task board or Kanban Board for the development team and government to review the latest status of the sprint.

#### **C. Salesforce Administrator**

The Contractor must have, maintain for the duration of this Agreement and engage Salesforce Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Administrator shall have at least 3+ years of experience a Salesforce project team within the Public Sector or Governmental environments.
- Must have Salesforce Certified Administrator certification.
- Experience with setting up organization profiles, configuring User interfaces and configure search settings.

- Experience with creating and maintaining an enterprise contact list within Salesforce.
- Experience with setting up and managing user profiles, troubleshooting user login issues.
- Experience with deploying lift and shift Salesforce solutions.
- Experience with managing Security and data access based on: restricting logins, determining object access, establish record access controls, manage record access with role hierarchy, deal with record access exceptions, and manage field-level security.
- Experience with customizing Salesforce solutions by creating new custom fields, developing picklists & lookups, establishing page layouts, create record types while maintaining data quality.
- Experience with managing Sales force data based on: importing new records using the import wizards, updating existing records, mass transfer of records between users, cleaning of records/data integrity, backing up data, and maintaining a data dictionary.
- Experience with demonstrating the ability to automate email template responses, workflows, process builder, and establish rules within Salesforces capabilities.
- Experience with developing reports and dashboards within Salesforce based on the following: running and modifying reports, creating new reports, building dashboards using data visualization tools, and exporting data from reports.
- Must have strong business analysis and functional experience, including requirements gathering, creating/deploying solutions to end users, and managing User Acceptance Testing (UAT)/deployment process.
- Experience with the following: deploying Salesforce's solutions within a Government Cloud environment, knowledge (and experience) with Transport Layer Security (TLS) and Secure Sockets Layer (SSL), Salesforce Apex, Salesforce Object Query Language SOQL, Chatter, Salesforce's Lightning Component, VisualForce, Mulesoft, DocGen(Nintex), DevOps and Continuous Integration Tools, GitHub or similar tools.
- Experience with developing the following: Sales force intake solutions, Salesforce Investigation solutions, Salesforce Assessment solutions, Salesforce Service Planning Solutions, Case Management Solutions, Salesforce Reporting solutions, Salesforce Resource Management Solutions, Salesforce Financial Management Solutions, and experience with designing Salesforce UI and UX.

#### D. Salesforce Platform Developer

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Developer shall have at least 3+ years of Salesforce Platform Developer experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have at least one of the following certifications: Salesforce Platform Certified Developer I, Salesforce Platform Developer II, or Salesforce Platform App Builder.

- Experience with product development life cycle and software testing; which includes creating unit test cases establishing unit testing protocols and appropriate testing environments, coordinate and execute software testing.
- Experience with deploying lift and shift Salesforce solutions.
- Ability to design, code, test, debug, package and deploy quality scalable and well-documented solutions on the Salesforce solutions.
- Experience with deploying Salesforce's solutions within a Government Cloud environment.
- Successfully document/maintain documentation on application code, application use and flow, and training materials.
- Experience with demonstrating the ability to automate email template responses, workflows, process builder, and establish rules within Salesforce capabilities.
- Experience with: Salesforce design/development, DevOps and Continuous Integration Tools, Salesforce Apex, developing Salesforce mobile solutions, MuleSoft and API programming, Chatter, VisualForce, Salesforce's Lightning Component, JavaScript, C3 or C++, SQL or Data Manipulation Language (DML), Salesforce Object Query Language (SOQL), GitHub or similar tools and code versioning best practices, designing Salesforce UI and UX, and DocGen (Nintex).
- Experience with developing: Salesforce intake solutions, Salesforce Investigation solutions, Salesforce Assessment solutions, Salesforce Service Planning solutions, Salesforce Case Management solutions, Salesforce Reporting solutions, Salesforce Resource Management solutions, and Salesforce Financial Management solutions.

#### E. Salesforce Technical Architect

The Contractor must have, maintain for the duration of this Agreement and engage as a Technical Architect in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Technical Architect shall have at least 5+ years of Salesforce Technical Architecture experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have the at least one of the following certifications: Salesforce Certified Application Architect, Salesforce Certified System Architect, or Salesforce Certified Technical Architect.
- Experience with architecting solutions that address security complexities, DevOps, application design/development, and capabilities on the Lightning Platform as part of a functional security model.
- Experience with identifying development-related risks, considerations, and limits for the platform across the architecture.
- Experience with deploying lift and shift Salesforce solutions.
- Understanding of data migration considerations, design trade-offs, and common ETL tools.
- Ability to document and maintain current As-Is and To-Be Salesforce Solutions' Architecture for government review.
- Ability to discuss and demonstrate all aspects of the Salesforce platform, including but not limited to business processes, hosting infrastructure, security,

integration to other IT systems across the State of New Hampshire's IT Enterprise.

- Experience with Service Oriented Architecture (SOA).
- Understanding of systems architecture and ability to design scalable performance-driven solutions.
- Experience with Salesforce Apex.
- Experience with VisualForce.
- Experience with Salesforce's Lightning Component.
- Experience with JavaScript.
- Experience with deploying Salesforce's solutions within a Government Cloud environment).
- Must have 3+ years of experience with GitHub or similar tools and code versioning best practices.
- Strong knowledge of the SDLC framework.
- Experience with DevOps and Continuous Integration Tools e.g. (Jenkins).
- Experience with MuleSoft or similar tools and API programming.
- Experience with Single Sign-on (SSO) and Security Assertion Markup Language (SAML)
- Experience and knowledge with Transport Layer Security (TLS) and Secure Sockets Layer (SSL).
- Experience with DocGen (Nintex)
- Experience with developing: Salesforce Intake solutions, Salesforce Investigation solutions, Salesforce Assessment solutions, Salesforce Service Planning solutions, Salesforce Case Management solutions, Salesforce Reporting solutions, Salesforce Resource Management solutions, Salesforce financial Management solutions, Salesforce Object Search Language (SOQL, and HTML.

F. Salesforce Data Architect

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Data Architect in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Technical Architect shall have at least 5+ years of Salesforce Data Architecture experience with a Salesforce project team within the Public Sector or Governmental environments.
- Experience in agile deliver.
- Must be a Salesforce certified Data Architecture and Management Designer.
- Experience with Data Modeling/Database Design.
- Experience with large scale Data Migration efforts and Indexing.
- Experience with performing Extract, Transform, Load (ETL) efforts.
- Must maintain data quality, a data dictionary, and As-Is and To-Be data models (logical and physical) for users to reference.
- Experience with Salesforce Shield for data security.
- Experience with Oracle database.
- Experience with leveraging Master Data Management (MDM) Tools.
- Experience with deploying Salesforce's solutions within a Government Cloud environment.
- Experience with Salesforce Apex.
- Experience with MuleSoft and API programming.

- Experience with VisualForce.
- Experience with Salesforce's Lightning Component.
- Experience with SQL or Data Manipulation Language (DML).
- Experience with Salesforce Object Query Language (SOQL).
- Experience with GitHub or similar tools and code versioning best practices.
- Experience with JavaScript.
- Experience with Tableau or similar data visualization tool.
- Experience with data analytics, data governance, and Business Intelligence solutions within Salesforce.
- Experience with DocGen (Nintex).
- Experience with developing Salesforce Intake solutions.
- Experience with developing Salesforce Investigation solutions.
- Experience with developing Salesforce Assessment
- Experience with developing Salesforce Service Planning solutions.
- Experience with developing Salesforce Case Management solutions.
- Experience with developing Salesforce Reporting solutions.
- Experience with developing Salesforce Resource Management solutions.
- Experience with developing Salesforce Financial Management solutions.
- Experience and knowledge with Transport Layer Security (TLS) and Secure Sockets Layer (SSL).

#### G. Salesforce Business Analyst

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Business Analyst in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Business Analyst shall have at least 3+ years of Salesforce Business Analyst experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have the Salesforce Certified Administrator certification.
- Experience in agile delivery.
- Proficient in MS Excel, Word, PowerPoint and Visio.
- Experience with writing user stories, use case, business/IT requirements, and User Acceptance Testing documents.
- Experience with writing manuals and standard operating procedures.
- Experience with developing As-Is and To-Be process.
- Experience with Salesforce Solutions.
- Experience with Tableau or similar data visualization tools.
- Strong knowledge of the SDLC framework.
- Experience with facilitating requirements gathering sessions and problem solving.
- Experience developing reports that meeting Federal Standards.
- Experience with gathering requirements for DocGen (Nintex).
- Experience with gathering requirements for Salesforce Intake solutions.
- Experience with gathering requirements for Salesforce Investigation solutions.
- Experience with gather requirements for Salesforce Assessment solutions.
- Experience with gathering requirements for Salesforce Service Planning solutions.
- Experience with gathering requirements for Salesforce Case Management solutions.

- Experience with gathering requirements for Salesforce Reporting solutions.
- Experience with gathering requirements for Salesforce Resource Management solutions.
- Experience with gathering requirements for Salesforce Financial management solutions.

#### H. Salesforce Training Consultant

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Training Consultant in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Training Consultant shall have Salesforce Training experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have Salesforce Certified Administrator certification.
- Proficient in MS Excel, Word, PowerPoint, and Visio.
- Experience with writing user guides and training manuals.
- Experience with Tableau or similar data visualization tool.
- Experience with Learning Management Solutions such as Moodle.
- Experience with training and teaching an audience on Salesforce solutions.
- Strong knowledge of the SDLC framework.
- Experience with gathering training requirements for future training sessions.
- Experience with facilitating requirements gathering sessions and problem solving.
- Experience with providing training on DocGen (Nintex).
- Experience with providing training on Salesforce Intake solutions.
- Experience with providing training on Salesforce Investigation solutions.
- Experience with providing training on Salesforce Assessment solutions.
- Experience with providing training on Salesforce Service Planning solutions.
- Experience with providing training on Salesforce Reporting solutions.
- Experience with providing training on Salesforce Resource Management solutions.

Experience with gathering requirements for Salesforce Financial management solutions.

#### IV. DELIVERABLES

The Contractor shall provide the State with the Deliverables and Services in accordance with the time frames in their response to RFQs/SOW. All Deliverables shall be subject to the State's Acceptance as set forth in Testing and Acceptance, herein. Upon its submission of a Deliverable, the Contractor shall represent that it has performed its obligations under the Contract and RFQ/SOW associated with the Deliverable.

By unconditionally accepting a Deliverable, the State reserves the right to reject any and all Deliverables in the event the State detects any Deficiency in the System, in whole or in part, through completion of all Acceptance Testing, including but not limited to, Software/System Acceptance Testing, and any extensions thereof.

For each denial of Acceptance, the Acceptance Period may be extended, at the option of the State, by the corresponding time required to correct the Deficiency, retest or Review.



I. WRITTEN DELIVERABLES REVIEW

The State will Review RFQ/SOW Written Deliverables for an Acceptance Period of five (5) business days after receiving written Certification from the Contractor that the Written Deliverable is final, complete, and ready for Review. The State will notify the Contractor in writing of its Acceptance or Non-Acceptance of a Deliverable by the end of the five (5) day Review Period. If any Deficiencies exist within RFQs/SOW, the State will notify the Contractor in writing of the Deficiency and the Contractor must correct the Deficiency within five (5) business days of receiving notice from the State at no charge to the State. Upon receipt of the corrected Deliverable, the State will have five (5) business days to Review the corrected Written Deliverable and notify the Contractor in writing of its Acceptance or rejection thereof.

II. SOFTWARE DELIVERABLES

Testing and Acceptance are completed based on the requirements defined herein.

III. NON-SOFTWARE DELIVERABLES REVIEW

The State will Review RFQ/SOW Non-Software Deliverables to determine whether any Deficiency exists and notify the Contractor in writing of its Acceptance or non-acceptance of the Non-Software Deliverable. The Contractor must correct the Deficiencies within five (5) business days; or within the period identified in the Work Plan, as applicable. Following correction of the Deficiency, the State will notify the Contractor in writing of its Acceptance or rejection of the Deliverable.

IV. SOFTWARE LICENSE GRANT

The Software License shall grant the State a worldwide, perpetual, irrevocable, non-exclusive, non-transferable, limited license to use the Software and its associated Documentation, subject to the terms of the Contract.

V. SOFTWARE AND DOCUMENTATION COPIES

The Contractor shall provide the State with a sufficient number of hard copy versions of the Software's associated Documentation and one (1) electronic version in Microsoft WORD and PDF format. The State shall have the right to copy the Software and its associated Documentation for its internal business needs. The State agrees to include copyright and proprietary notices provided to the State by the Contractor on such copies.

VI. RESTRICTIONS

Except as otherwise permitted within, the State agrees not to:

- Remove or modify any program markings or any notice of Contractor's proprietary rights;
- Make programs or materials available in any manner to any third party for use in the third party's business operations, except as permitted herein; or
- Cause or permit reverse engineering, disassembly or recompilation of the programs.

vii. TITLE

The Contractor must hold the right to allow the State to use the Software or hold all title, right, and interest (including all ownership and intellectual property rights) in the Software and its associated Documentation.

viii. REMEDIES

If the Contractor fails to correct a Deficiency within the period of time allotted by the State, the Contractor shall be deemed to have committed an Event of Default, pursuant Section 8, State of New Hampshire Terms and Conditions - P-37, General Provisions.

Notwithstanding any provision of the Contract, the State's option to terminate the Contract and pursue the stated remedies will remain in effect until the Contractor completes the Contract to the satisfaction of the State.

ix. SYSTEM ACCEPTANCE

Upon completion of the Warranty Period, the State will issue a Letter of Final System Acceptance.

x. WARRANTY PERIOD

The Warranty Period for each project will initially commence upon the State issuance of a Letter of Acceptance for UAT and will continue for ninety (90) days. If within the last thirty (30) calendar days of the Warranty Period, the System Software fails to operate as specified, the Warranty Period will cease, the Contractor will correct the Deficiency, and a new thirty (30) calendar day Warranty Period will begin. Any further Deficiencies with the Software must be corrected and run fault free for thirty (30) days.

The Contractor shall warrant that the System must operate to conform to the Specifications, terms, and requirements of the Contract and RFQ/SOW.

The Contractor shall warrant that the Software is properly functioning within the System, compliant with the requirements of the Contract, and will operate in accordance with the Specifications. Software shall be archived and or version controlled through the use of the State of New Hampshire's configuration management system.

The Contractor shall warrant that it has good title to, or the right to allow the State to use all Services, equipment, and Software provided under this Contract, and that such Services, equipment, and Software ("Material") do not violate or infringe any patent, trademark, copyright, trade name or other intellectual property rights or misappropriate a trade secret of any third party.

The Contractor shall warrant that the Software will not contain any viruses, destructive programming, or mechanisms designed to disrupt the performance of the Software in accordance with the Specifications.

The Contractor shall warrant that all System components, including any replacement or upgraded System Software components provided by the Contractor to correct Deficiencies or as an Enhancement, shall operate with the rest of the System without loss of any functionality.

The Contractor shall warrant that all Services provided under the Contract will be provided in a professional manner in accordance with industry standards and that Services will comply with performance standards.

**xi. WARRANTY SERVICES**

The Contractor shall agree to maintain, repair, and correct Deficiencies in the System Software, including but not limited to the individual modules or functions, during the Warranty Period at no additional cost to the State, in accordance with the Specifications and terms and requirements of the Contract, including without limitation, correcting all errors, and Defects and Deficiencies; eliminating viruses or destructive programming; and replacing incorrect, Defective or Deficient Software and Documentation.

Warranty Services shall include, without limitation, the following:

- Maintain the System Software in accordance with the Specifications, terms, and requirements of the Contract;
- Repair or replace the System Software or any portion thereof so that the System operates in accordance with the Specifications, terms, and requirements of the Contract;
- The Contractor shall have available to the State on-call telephone assistance, with issue tracking available to the State, twenty four (24) hours per day and seven (7) days a week with an email / telephone response within two (2) hours of request, with assistance response dependent upon issue severity;
- On-site additional Services within four (4) business hours of a request;
- Maintain a record of the activities related to Warranty Repair or maintenance activities performed for the State; and
- For all Warranty Services calls, the Contractor shall ensure the following information will be collected and maintained:
  - Nature of the Deficiency;
  - Current status of the Deficiency;
  - Action plans, dates, and times;
  - Expected and actual completion time;
  - Deficiency resolution information;
  - Resolved by;
  - Identifying number i.e. work order number; and
  - Issue identified by.
- The Contractor must work with the State to identify and troubleshoot potentially large-scale Software failures or Deficiencies by collecting the following information:
  - Mean time between reported Deficiencies with the Software;
  - Diagnosis of the root cause of the problem; and
  - Identification of repeat calls or repeat Software problems.
- All Deficiencies found during the Warranty Period and all Deficiencies found with the Warranty Releases shall be corrected by the Contractor no later than five (5) business days, unless specifically extended in writing by the State, at no additional cost to the State.

If in the Event of Default, the Contractor fails to correct the Deficiency within the allotted period of time (see above), the State shall have the right, at its option: 1) to declare the Contractor in default, terminate the Contract, in whole or in part, without penalty or liability to the State; 2) to return the Contractor's product and receive a refund for all amounts paid to the Contractor, including but not limited to, applicable license fees within ninety (90) days of notification to the Contractor of the State's intent to request a refund; and 3) to pursue its remedies available at law or in equity.

Notwithstanding any provision of the Contract, the State's option to terminate the Contract and pursue the remedies above will remain in effect until satisfactory completion of the full Warranty Period.

xii. ONGOING SOFTWARE MAINTENANCE AND SUPPORT LEVELS

The Contractor shall maintain and support the System in all material respects as described in the applicable program Documentation after delivery and the Warranty Period of ninety (90) days through the completion of the Contract term.

The Contractor will not be responsible for maintenance or support for Software developed or modified by the State.

xiii. MAINTENANCE RELEASES

The Contractor shall make available to the State the latest program updates, general maintenance releases, selected functionality releases, patches, and Documentation that are generally offered to its customers, at no additional cost.

xiv. CONTRACTOR RESPONSIBILITY

The Contractor shall be responsible for performing on-site or remote technical support in accordance with the Contract Documents, including without limitation the requirements, terms, and conditions contained herein.

As part of the Software maintenance Agreement, ongoing Software maintenance and support levels, including all new Software releases, shall be responded to according to the following:

- Class A Deficiencies - The Contractor shall have available to the State on-call telephone assistance, with issue tracking available to the State, eight (8) hours per day and five (5) days a week with an email / telephone response within two (2) hours of request; or the Contractor shall provide support on-site or with remote diagnostic Services, within four (4) business hours of a request;
- Class B & C Deficiencies - The State shall notify the Contractor of such Deficiencies during regular business hours and the Contractor shall respond back within four (4) hours of notification of planned corrective action;

The Contractor shall repair or replace Software, and provide maintenance of the Software in accordance with the Specifications, Terms and Requirements of the Contract;

The Contractor shall maintain a record of the activities related to warranty repair or maintenance activities performed for the State;

For all maintenance Services calls, the Contractor shall ensure the following information will be collected and maintained:

- i. Nature of the Deficiency;
- ii. Current status of the Deficiency;
- iii. Action plans, dates, and times;
- iv. Expected and actual completion time;
- v. Deficiency resolution information;
- vi. Resolved by;
- vii. Identifying number i.e. work order number; and
- viii. Issue identified by.

The Contractor must work with the State to identify and troubleshoot potentially large-scale System failures or Deficiencies by collecting the following information: 1) mean time between reported Deficiencies with the Software; 2) diagnosis of the root cause of the problem; and 3) identification of repeat calls or repeat Software problems.

If the Contractor fails to correct a Deficiency within the allotted period of time Stated above, the Contractor shall be deemed to have committed an Event of Default, pursuant to Section 8: State of New Hampshire Terms and Conditions - P-37. The State reserves the right to return the Contractor's product and receive a refund for all amounts paid to the Contractor, including but not limited to, applicable license fees, within ninety (90) days of notification to the Contractor of the State's refund request

xv. ADMINISTRATIVE SPECIFICATIONS

The State will not be responsible for any travel or out of pocket expenses incurred in the performance of the Services.

The Contractor shall assume all travel and related to include, but not limited to: meals, hotel/housing, airfare, car rentals, car mileage, and out of pocket expenses.

The State will not pay for any shipping or delivery fees unless specifically itemized in the Contract.

The State agency will work with the Contractor to determine the requirements for providing all necessary workspace and office equipment, including desktop computers for the Contractor's staff. If Contractor has specific requirements, they must be included in the Contractor's response to any RFQ/SOW.

Contractor personnel shall provide Services between the Work Hours as identified by the requesting State Agency, excluding State of New Hampshire holidays. Changes to this Schedule may be made upon Agreement with the State Project Manager.

As applicable, and reasonably necessary, and subject to the applicable State and federal laws and regulations and restrictions imposed by third parties upon the State, the State will provide the Contractor with access to all program files, libraries, personal computer-based systems, software packages, network systems, security systems, and hardware as required to complete the contracted Services.

The Contractor shall provide the State access to all Documents, State Data, materials, reports, and other work in progress relating to the Contract ("State Owned Documents"). Upon expiration or termination of the Contract, Contractor shall turn over all State-owned Documents, State Data, material, reports, and work in progress relating to this Contract to the State at no additional cost to the State. State-Owned Documents must be provided in both printed and electronic format.

Upon successful completion and/or termination of the Implementation of the Project, the Contractor shall own and hold all, title, and rights in any Software modifications developed in connection with performance of obligations under the Contract, or modifications to the Contractor provided Software, and their associated Documentation including any and all performance enhancing operational plans and the Contractors' special utilities. The Contractor shall license back to the State the right to produce, publish, or otherwise use such Software, source code, object code, modifications, reports, and Documentation developed under the Contract.

In no event shall the Contractor be precluded from developing for itself, or for others, materials that are competitive with, or similar to Custom Software, modifications developed in connection with performance of obligations under the Contract. In addition, the Contractor shall be free to use its general knowledge, skills, experience, and any other ideas, concepts, know-how, and techniques that are acquired or used in the course of its performance under this Agreement.

All work done must conform to standards and procedures established by the Department of Information Technology and the State.

In consideration for receiving access to and use of the computer facilities, network, licensed or developed Software, Software maintained or operated by any of the State entities, systems, equipment, Documentation, information, reports, or Database Administrator of any kind (hereinafter "Information"), Contractor understands and agrees to the following rules:

- Every Authorized User has the responsibility to assure the protection of information from unauthorized access, misuse, theft, damage, destruction, modification, or disclosure;
- Information shall be used solely for conducting official State business, and all other use or access is strictly forbidden including, but not limited to, personal, or other private and non-State use and that at no time shall Contractor access or attempt to access any information without having the express authority from the State to do so;
- At no time shall Contractor access or attempt to access any information in a manner inconsistent with the approved policies, procedures, and /or agreements relating to system entry/access;
- All Software Licensed, developed, or being evaluated by the State cannot be copied, shared, distributed, sub-licensed, modified, reverse engineered, rented, or sold, and that at all times Contractor must use utmost care to protect and keep

such Software strictly confidential in accordance with the license or any other Agreement executed by the State. Only equipment or Software owned, licensed, or being evaluated by the State, can be used by the Contractor. Personal Software (including but not limited to palmtop sync Software) shall not be installed on any equipment; and

- If the Contractor is found to be in violation of any of the above-stated rules, the Contractor may face removal from the Contract, and/or criminal or civil prosecution, if the act constitutes a violation of law.

E-Mail and other electronic communication messaging systems are State of New Hampshire property and are to be used for business purposes only. Email is defined as "internal email systems" or "State-funded email systems." Contractor understands and agrees that use of email shall follow State standard policy (available upon request).

The Internet/Intranet is to be used for access to and distribution of information in direct support of the business of the State of New Hampshire according to State standard policy (available upon request).

xvi. FORCE MAJUERE

Neither Contractor nor the State shall be responsible for delays or failures in performance resulting from unforeseeable events beyond the control of such party and without fault or negligence of such party. Such events shall include acts of God, strikes, lock outs, riots, and acts of War, epidemics, fire, power failures, nuclear accidents, earthquakes, and unusually severe weather.

Except in the event of the foregoing, Force Majeure events shall not include Contractor's inability to hire or provide personnel needed for the Contractor's performance under the Contract.

xvii. STATE CONFIDENTIAL INFORMATION

In performing its obligations under the Contract, the Contractor may gain access to information of the State, including State Confidential Information. "State Confidential Information" shall include, but not be limited to, information exempted from public disclosure under New Hampshire RSA chapter 91-A: Access to Public Records and Meetings (see e.g. RSA chapter 91-A: 5 Exemptions). The Contractor shall not use the State Confidential Information developed or obtained during the performance of, or acquired, or developed by reason of the Contract, except as is directly connected to and necessary for the Contractor's performance under the Contract.

The Contractor agrees to maintain the confidentiality of and to protect from unauthorized use, disclosure, publication, and reproduction (collectively "release"), all State Confidential Information that becomes available to the Contractor in connection with its performance under the Contract, regardless of its form.

Any disclosure of the State Confidential information shall require prior written approval of the State. The Contractor shall immediately notify the State if any request, subpoena or other legal process is served upon the Contractor regarding the State Confidential Information, and

the Contractor shall cooperate with the State in any effort it undertakes to contest the request, the subpoena or other legal process, at no additional cost to the State.

In the event of unauthorized use or disclosure of the State's Confidential Information, the Contractor shall immediately notify the State, and the State shall immediately be entitled to pursue any remedy at law and in equity, including, but not limited to injunctive relief.

Insofar as the Contractor seeks to maintain the confidentiality of its confidential or proprietary information, the Contractor must clearly identify in writing the information it claims to be confidential or proprietary. The Contractor acknowledges that the State is subject to the Right to Know Law, RSA chapter 91-A. In the event the State receives a request for the information identified by the Contractor as confidential, the State will notify the Contractor and specify the date the State will be releasing the requested information. At the request of the State, the Contractor shall cooperate and assist the State with the collection and Review of the Contractor's information, at no additional expense to the State. Any effort to prohibit or enjoin the release of the information shall be the Contractor's sole responsibility and at the Contractor's sole expense. If the Contractor fails to obtain a court order enjoining the disclosure, the State shall release the information on the date specified in the State's notice to the Contractor without any State liability to the Contractor.

In the event of a Data Breach, the Contractor shall comply with provisions of NH RSA 359-C.

xviii. TRANSMISSION OF CONFIDENTIAL DATA

**Application Encryption:** Contractor attests the applications have been evaluated by an expert knowledgeable in cybersecurity and that said application's encryption capabilities ensure secure transmission via the internet if transmitting data containing confidential data between applications.

**Computer Disks and Portable Storage Devices:** Contractor may not use computer disks or portable storage devices, such as a thumb drive, as a method of transmitting Confidential Data. Encrypted thumb drives may be used with written exception from the State.

**Encrypted Email:** Contractor may only employ email to transmit Confidential Data if email is encrypted and being sent to and being received by email addresses of persons authorized to receive such information.

**Encrypted Web Site:** If Contractor is employing the Web to transmit Confidential Data, all data must be encrypted in transit using TLSv1.2 or higher.

**File Hosting Services, also known as File Sharing Sites:** Contractor may not use file hosting services, such as Dropbox or Google Cloud Storage, to transmit Confidential Data, without written exception from the State.

**Ground Mail Service:** Contractor may only transmit Confidential Data via certified ground mail or other delivery service with document/parcel tracking and receipt signature systems, such as UPS or FedEx, within the continental U.S. and when sent to a named individual.



**Open Wireless Networks:** Contractor may not transmit Confidential Data via an open wireless network, unless employing a secure method of transmission or remote access, such as a virtual private network (VPN).

**Remote User Communication:** If Contractor is employing remote communication to access or transmit Confidential Data, a secure method of transmission or remote access must be used.

**SSH File Transfer Protocol also known as Secure File Transfer Protocol (SFTP):** If Contractor is employing an SFTP to transmit Confidential Data, Contractor will structure the Folder and access privileges to prevent inappropriate disclosure of information. SFTP folders and sub-folders used for transmitting Confidential Data will be coded for 24-hour auto-deletion cycle (i.e. Confidential Data will be deleted every 24 hours).

**Wireless Devices:** If Contractor is transmitting Confidential Data via wireless devices, all Confidential Data must be encrypted to prevent inappropriate disclosure of information and devices must be password protected.

**xi. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS**

The Contractor shall retain the Confidential Data for the duration of this Contract. Upon the termination of the Contract, the Contractor shall return the Data in whatever form it may exist to the State within 30 days of the Contract termination. Only upon return of the Data to the State, the Contractor shall destroy the Data unless instructed otherwise by the State.

**I. Retention**

Contractor agrees:

- Not to store, transfer or process Confidential Data collected in connection with the services rendered under this Contract and RFW/SOW outside of the United States. This physical location requirement shall also apply in the implementation of cloud computing, cloud service or cloud storage capabilities, and includes backup data and Disaster Recovery locations.
- Confidential Data will not be stored on personal devices.
- To ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or State Confidential Data for contractor provided systems accessed or utilized for purposes of carrying out this Contract.
- To provide or require security awareness and education for/of its End Users in support of protecting Confidential Data.
- To retain all electronic and hard copies of Confidential Data in a secure location.
- Confidential Data stored in a Cloud must be in a Government Cloud compliant solution and comply with all applicable statutes and regulations regarding the privacy and security. All Contractor controlled servers and devices must follow the hardening

standards as outline in NIST 800-123

(<https://nvlpubs.nist.gov/nistpubs/legacy/sp/nistspecialpublication800-123.pdf>). As well as current, updated, and maintained anti-malware utilities (e.g. anti-viral, anti-hacker, anti-spam, anti-spyware). The environment, as a whole, must have intrusion-detection services and intrusion protection services, as well as, firewall protection.

- To cooperate with the State's Chief Information Security Officer (CISO) in the detection of any security vulnerability of the hosting infrastructure.

#### ii. Disposition

- If the Contractor will maintain any Confidential Data on its systems (or its sub-contractor systems), the Contractor will maintain a documented process for securely disposing of such data upon request or contract termination. The Contractor will also obtain written certification for any State of New Hampshire data destroyed by the Contractor or any subcontractors as a part of ongoing, emergency, and or disaster recovery operations. When no longer in use, electronic media containing State of New Hampshire Confidential Data shall be rendered unrecoverable via a secure wipe program in accordance with industry-accepted standards for secure deletion and media sanitization, or otherwise physically destroying the media (for example, degaussing) as described in NIST Special Publication 800-88, Rev 1, Guidelines for Media Sanitization, National Institute of Standards and Technology, U. S. Department of Commerce.
- The Contractor shall provide the State with written certification, including date and time of data destruction, asserting that data was destroyed per this Agreement. The written certification will include all details necessary to demonstrate Confidential Data has been properly destroyed and validated. Where applicable, regulatory and professional standards for retention requirements will be jointly evaluated by the State and Contractor prior to destruction. In the event where the contractor has comingled Confidential Data and the destruction is not feasible the State and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction.

#### xx. PROCEDURES FOR SECURITY

1. Contractor agrees to safeguard the Confidential Data received under this Contract, and any Derivative Data or files, as follows
  - a. The Contractor will maintain proper security controls to protect Confidential Data collected, processed, managed, and/or stored in the delivery of contracted services.
  - b. The Contractor will maintain policies and procedures to protect Confidential Data throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).
  - c. The Contractor will maintain appropriate authentication and access controls to contractor systems that collect, transmit, or store Confidential Data where applicable.
  - d. If the Contractor will be sub-contracting any core functions of the Contract and or RFQ/SOW supporting the services thereunder, the Contractor will ensure End User(s)

- will maintain an internal process or processes that defines specific security expectations, and monitoring compliance to security requirements that are equivalent with the obligations imposed on the Contractor by this Agreement.
- e. The Contractor will work with the State to sign and comply with all applicable State of New Hampshire and Department system access and authorization policies and procedures, systems access forms, and computer use agreements as part of obtaining and maintaining access to any Confidential Data or system(s). Agreements will be completed and signed by the Contractor and any applicable sub-contractors prior to system access being authorized.
  - f. If the State determines the Contractor is a Business Associate pursuant to 45 CFR 160.103, the Contractor will execute a HIPAA Business Associate Agreement (BAA) with the State and is responsible for maintaining compliance with the BAA.
  - g. In the event of an Incident, Computer Security Incident, or Privacy Breach the Contractor shall make immediate efforts to contain the Incident/Privacy Breach, to minimize any damage or loss resulting from the Incident, Computer Security Incident, or Privacy Breach, as well as, investigate the cause(s) and promptly take measures to prevent future Incidents, Computer Security Incidents, or Privacy Breaches of a similar nature from reoccurring.
  - h. Contractor agrees to maintain a documented Breach Notification and Incident Response process that complies with the requirements of this Information Security Requirements Exhibit.
  - i. Contractor must, comply with all applicable state and federal laws relating to the privacy and security of Confidential Data, and safeguard the Confidential Data at a level consistent with the requirements applicable to state and federal agencies. Contractor agrees to establish and maintain appropriate administrative, technical, physical, and organizational safeguards to protect the confidentiality of the Confidential Data and to prevent unauthorized use or access to it. The safeguards must provide a level and scope of security that is not less than the level and scope of security requirements that is set forth in the principles of NIST 800-53 (Rev.4).
  - j. Contractor agrees to use the minimum necessary Confidential Data in performance of this Contract.
  - k. The Contractor is responsible for ensuring End User compliance with the terms and conditions of the Contract and this Information Security Requirements Exhibit.
  - l. The State reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided herein, HIPAA, and other applicable laws and Federal regulations until such time as the Confidential Data is disposed of in accordance with this Contract.
2. The State reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided herein, HIPAA, and other applicable State and federal laws and regulations until such time as the Confidential Data is disposed of in accordance with this Contract.

xxi. LOSS REPORTING

The Contractor must notify the State of any information security events, computer security incidents, or privacy breaches as soon as feasible, but no more than 24 hours after the Contractor has determine that the aforementioned has occurred and that Confidential Data may have been exposed or compromised.

If a suspected or known information security event, computer security incident or privacy breach involves Social Security Administration (SSA) provided data or Internal Revenue Services (IRS) provided Federal Tax Information (FTI), the contractor must notify the State immediately and without delay.

The Contractor must comply with all applicable state and federal laws relating to the privacy and security of Confidential Data, and safeguard the Confidential Data at the level consistent with the requirements applicable to state and federal agencies. In addition to, and notwithstanding, Contractor's compliance with all applicable obligations and procedures, Contractor's procedures must also address how the Contractor will:

- a. Identify Incidents;
- b. Determine if Confidential Data is involved in Incidents;
- c. Report suspected or confirmed Incidents as required in this Information Security Requirements Exhibit;
- d. Identify and convene a core response group to determine the risk level of Incidents and determine risk-based responses to Incidents and mitigation measures;
- e. Identify Incident/Breach notification method and timing; and
- f. Address and report Incidents, Computer Security Incidents, Privacy, and/or Breaches that implicate personal information (PI) in accordance with NH RSA 359-C:20 and this Agreement.

## **5. TERMINATION**

### **a. Termination for Default**

Upon the occurrence of any Event of Default, the State may take the following action:

- Procure Services that are the subject of the Contract from another source and the Contractor shall be liable for reimbursing the State for the replacement Services, and all administrative costs directly related to the replacement of the Contract and procuring the Services from another source, such as costs of competitive bidding, mailing, advertising, applicable fees, charges or penalties, and staff time costs; all of which shall be subject to the limitations of liability set forth in the Contract.

### **b. Termination Procedure**

Upon termination of the Contract for any reason, the State, in addition to any other rights provided in the Contract, may require the Contractor to deliver to the State any property, including without limitation, Software and Written Deliverables, for such part of the Contract as has been terminated.

After receipt of a notice of termination, and except as otherwise directed by the State, Contractor shall:

1. Stop work under the Contract on the date, and to the extent specified, in the notice;

2. Provide written Certification to the State that Contractor has surrendered to the State all said property.

**c. Termination**

All RFQ/SOW shall automatically terminate in the event that this Contract terminates for any reason.

**6. OBLIGATIONS AND LIABILITY OF THE CONTRACTOR**

The Contractor shall provide all services strictly pursuant to, and in conformity with, the specifications under the terms of this Contract and as described in State RFP #2348-21.

**LIMITATION OF LIABILITY  
CONTRACTOR**

Subject to applicable laws and regulations, in no event shall the Contractor be liable for any consequential, special, indirect, incidental, punitive or exemplary damages and the Contractor's liability to the State for any claims, liabilities, or expenses relating to this Contract shall not exceed two times (2X) the total Contract price set forth in Contract Agreement - P-37, General Provisions, Block 1.8.

Notwithstanding the monetary limitation contained in this paragraph above, in the event a claim or action is brought against the State in which infringement, violation of Contractor's obligations under the Business Associate Agreement, and/or any third party claims for bodily injury, death, or damage to real or tangible personal property to the extent caused by the

Contractor's negligence or willful misconduct are alleged, the Contractor, at its own expense, shall defend, indemnify and hold harmless the State against all such claims or actions for any expenses, costs or damages, including legal fees and expenses, incurred by the State in connection with such claims or actions.

**7. DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS**

The Contractor certifies, by signature of this Contract, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal or State Department or Agency.

**8. INSURANCE**

Certificate of insurance amounts must be met and maintained throughout the term of the Contract and any extensions as per the P-37, section 14 and cannot be cancelled or modified until the State receives a 10 day prior written notice.

**9. CONFIDENTIALITY & CRIMINAL RECORD**

If requested by the Using Agency, the Contractor and its employees, and Sub-Contractors (if any), shall sign and submit a Confidential Nature of Department Records Form and a Criminal Authorization Records Form. These forms shall be submitted to the Using Agency prior to the start of any work.

**10. ADDITIONAL REQUIREMENTS**

- a. The State requires ten (10) days' advance knowledge of work schedules to provide security and access to respective work areas. No premium charges will be paid for any off-hour work.
- b. The State shall require correction of defective work or damages to any part of a building or its appurtenances when caused by the Contractor's employees, equipment or supplies. The Contractor shall replace in satisfactory condition all defective work and damages rendered thereby or any other damages incurred. Upon failure of the Contractor to proceed promptly with the necessary corrections, the State may withhold any amount necessary to correct all defective work or damages from payments to the Contractor.
- c. The Contractor or their personnel shall not represent themselves as employees or agents of the State.
- d. While on State property, Contractor's employees shall be subject to the control of the State, but under no circumstances shall such persons be deemed to be employees of the State.
- e. All personnel shall observe all regulations or special restrictions in effect of the State Agency.
- f. The Contractor's personnel shall be allowed only in areas where services are being performed. The use of State telephones is prohibited.
- g. TERMS AND DEFINITIONS

<b>Acceptance</b>	Notice from the State that a Deliverable has satisfied Acceptance Test or Review.
<b>Access Control</b>	Supports the management of permissions for logging onto a computer or network.
<b>Appendix</b>	Supplementary material that is collected and appended at the back of a document.
<b>Authorized User</b>	The Contractor's employees, Contractors, Subcontractors or other agents who have permission to access the State's Personal Data

	to enable the Contractor to perform the Service required.
<b>Breach or Breach of Security</b>	Unlawful and unauthorized acquisition of unencrypted computerized Data that materially compromises the security, Confidentiality or integrity of personal information maintained by a person or commercial entity.
<b>Certification</b>	The Contractor's written declaration with full supporting and written Documentation (including without limitation test results as applicable) that the Contractor has completed development of the Deliverable and certified its readiness for applicable Acceptance Testing or Review.
<b>Change Control</b>	Formal process for initiating changes to the proposed Solution or process once development has begun.
<b>Change Control Procedures (CCP)</b>	Formal process for initiating changes to the proposed Solution or process once development has begun through the use of a Change Request/Order or CR.
<b>Change Management</b>	A process designed to help control the life cycle of strategic, tactical, and operational changes to IT services through standardized procedures. The goal of Change Management is to control risk and minimize disruption to associated IT services and business operations.
<b>Change Order</b>	Consists of changes which range from minor changes to significant changes that drastically alter the project, however, typically formal change requests involve more significant changes and the less impactful changes are made at the project management level. The change order must be made formally, via a written proposal or request form typically, and that changes are not to be implemented until they are formally approved.

<b>CJIS</b>	Means sensitive information like fingerprints and criminal backgrounds gathered by local, state, and federal criminal justice and law enforcement agencies as defined in the Criminal Justice Information Services (CJIS) Security Policy, a joint program of the FBI, State Identification Bureaus, and CJIS Systems Agency.
<b>Cloud/Cloud Government Environment</b>	Refers to all the cloud computing and virtualization products and solutions that are developed specifically for government organizations and institutions.
<b>Completion Date</b>	End date for the Contract.
<b>Computer Security Incident</b>	Means "Computer Security Incident" as stated in Section 2.1 of <u>NIST Publication 800-61 Rev. 2</u> , Computer Security Incident Handling Guide
<b>Confidential Data</b>	Means all information owned, managed, created, received, from or on behalf of the State that is protected by information security, privacy or confidentiality rules and state and federal laws. This information includes but is not limited to Derivative Data, Protected Health Information (PHI), Personally Identifiable Information (PII), Federal Tax Information, Social Security Administration, and CJIS (Criminal Justice Information Services) data.
<b>Confidential Information</b>	Information required to be kept Confidential from unauthorized disclosure under the Contract.
<b>Contract</b>	This Agreement between the State of New Hampshire and a Contractor, which creates binding obligations for each party to perform as specified in the Contract Documents.
<b>Contract Conclusion</b>	Refers to the conclusion of the Contract, for any reason, including but not limited to, the successful Contract completion, termination for convenience, or termination for default.
<b>Contract Documents</b>	Documents that comprise this Contract.
<b>Contract Managers</b>	The persons identified by the State and the Contractor who shall be responsible for all



	contractual authorization and administration of the Contract. These responsibilities shall include but not be limited to processing Contract Documentation, obtaining executive approvals, tracking costs and payments, and representing the parties in all Contract administrative activities.
<b>Contract Price</b>	The total, not to exceed amount to be paid by the State to the Contractor for product and Services described in the Contract Agreement. This amount is listed in Part 1, P-37 General Provisions - Section 1.8: Price Limitation.
<b>Contractor/Contracted Contractor</b>	The Contractor whose proposal or quote was awarded a Contract with the State and who is responsible for the Services and Deliverables of the Contract.
<b>Cure Period</b>	The thirty (30) day period following written notification of a default within which a Contractor must cure the default identified.
<b>Custom Software</b>	Software developed by the Contractor specifically for a project for the State.
<b>Data</b>	State's records, files, forms, Data and other documents or information, in either electronic or paper form, that will be used /converted by the Contractor during the Contract Term.
<b>Data Breach</b>	The unauthorized access by a non-authorized person/s that results in the use, disclosure or theft of the State's unencrypted Non-Public Data.
<b>Deficiencies/Defects</b>	A failure, Deficiency or Defect in a Deliverable resulting in a Deliverable, the Software, or the System, not conforming to its Specifications.
<b>Deliverable</b>	A Deliverable is a fully qualified IT consultant provided by the Contractor to the State under the terms of a Contract requirement.
<b>Department</b>	An agency of the State
<b>Department of Administrative Services (DAS)</b>	Responsible for providing innovative leadership, quality statewide management of

	services, and ensuring an efficient/cost-effective state government.
<b>Department of Health and Human Services (DHHS)</b>	Responsible for the health, safety and well-being of the citizens of New Hampshire. DHHS provides services for individuals, children, families and seniors, and administers programs and services such as mental health, developmental disability, substance abuse, and public health.
<b>Department of Information Technology (DoIT)</b>	The Department of Information Technology established under RSA 21-R by the Legislature effective September 5, 2008.
<b>Derivative Data</b>	Means data or information based on or created from Confidential Data
<b>DevOps</b>	Is a set of practices that automates the processes between software development and IT teams, in order to build, test, and release software faster and more reliably.
<b>Digital Signature</b>	Certification that guarantees the unaltered state of a file, also known as "code signing".
<b>Documentation</b>	All information that describes the installation, operation, and use of the Software, either in printed or electronic format.
<b>Effective Date</b>	The Contract and all obligations of the parties hereunder shall become effective on the date the Governor and the Executive Council of the State of New Hampshire approves the Contract.
<b>Encryption</b>	Supports the transformation of Data for security purposes.
<b>End User</b>	Means any person or entity (e.g. contractor's employee, business associate, subcontractor, other downstream user) that receives Confidential Data in accordance with the terms of this Contract.
<b>Enhancements</b>	Updates, additions, modifications to, and new releases for the Software, and all changes to the Documentation as a result of

	Enhancements, including, but not limited to, Enhancements produced by Change Orders.
<b>Fully Loaded</b>	Rates are inclusive of all allowable expenses, including, but not limited to: meals, hotel/housing, airfare, car rentals, car mileage, and out of pocket expenses.
<b>Governor and Executive Council</b>	The New Hampshire Governor and Executive Council.
<b>Health Insurance Portability and Accountability (HIPAA)</b>	Means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.
<b>Identification and Authentication</b>	Supports obtaining information about those parties attempting to log on to a System or application for security purposes and the validation of those users.
<b>Incident</b>	Means an act that potentially violates an explicit or implied security policy, which includes successful attempts to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss or misplacement of hardcopy documents, and misrouting of physical or electronic mail.
<b>Input Validation</b>	Ensure that the values entered by users or provided by other applications meets the size, type and format expected. Protecting the application from cross site scripting, SQL injection, buffer overflow, etc.
<b>Intrusion Detection</b>	Supports the detection of illegal entrance into a computer system.
<b>Information Technology (IT)</b>	Refers to the tools and processes used for the gathering, storing, manipulating, transmitting, sharing, and sensing of information including, but not limited to, Data processing, computing, information systems.

	telecommunications, and various audio and video technologies.
<b>Key Project Staff</b>	Personnel identified by the State and by the Contractor as essential to work on the Project.
<b>Licensee</b>	The State of New Hampshire
<b>Non Exclusive Contract</b>	A contract executed by the State that does not restrict the State from seeking alternative sources for the Deliverables or Services provided under the Contract.
<b>Non-Software Deliverables</b>	Deliverables that are not Software Deliverables or Written Deliverables, e.g., meetings, help support, service, other.
<b>Notice to Proceed (NTP)</b>	The State Contract Manager's written direction to the Contractor to begin work on the Contract on a given date and time.
<b>Not to Exceed (NTE)</b>	The total contract value committed by the State of New Hampshire that will not exceed the amount of the Contractor's firm proposal and estimates.
<b>Open Wireless Network</b>	Means any network or segment of a network that is not designated by the State of New Hampshire's Department of Information Technology or delegate as a protected network (designed, tested, and approved, by means of the State, to transmit) will be considered an open network and not adequately secure for the transmission of unencrypted Confidential Data.
<b>Operational</b>	The System is operating and fully functional, all Data has been loaded; the System is available for use by the State in its daily operations, and the State has issued an Acceptance Letter.
<b>Order of Precedence</b>	The order in which Contract/Documents control in the event of a conflict or ambiguity. A term or condition in a document controls over a conflicting or ambiguous term or condition in a document that is lower in the Order of Precedence.

<b>Personally Identifiable Information (PII)</b>	Means any data that could potentially identify a specific individual. Any information that can be used to distinguish one person from another and can be used for de-anonymizing anonymous data can be considered PII
<b>Privacy Breach</b>	Means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
<b>Project</b>	The planned undertaking regarding the entire subject matter of this Contract, RFQ/SOW and the activities of the parties related hereto.
<b>Project Team</b>	The group of State employees and contracted Contractor's personnel responsible for managing the processes and mechanisms required such that the Services are procured in accordance with the Work Plan on time, on budget and to the required specifications and quality.
<b>Project Management Plan</b>	A document that describes the processes and methodology to be employed by the Contractor to ensure a successful project.
<b>Project Managers</b>	The persons identified who shall function as the State's and the Contractor's representative with regard to Review and Acceptance of Contract Deliverables, invoice sign off, and review and approval of Change Requests (CR) utilizing the Change Control Procedures (CCP).
<b>Protected Health Information (PHI)</b>	With regard to Protected Health Information, "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
<b>Regression Test Plan</b>	A plan integrated into the Work Plan used to ascertain whether fixes to Defects have

	caused errors elsewhere in the application/process.
<b>Review</b>	The process of reviewing Deliverables for Acceptance.
<b>Review Period</b>	The period set for Review of a Deliverable. If none is specified then the Review Period is five (5) business days.
<b>Role/Privilege Management</b>	Supports the granting of abilities to users or groups of users of a computer, application or network.
<b>Schedule</b>	The dates described in the Work Plan for deadlines for performance of Services and other Project events and activities under the Contract.
<b>Security Rule</b>	Means the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. Part 164, Subpart C, and amendments thereto.
<b>Services</b>	The work or labor to be performed by the Contractor on the Project as described in the Contract.
<b>Software</b>	All custom Software and COTS Software provided by the Contractor under the Contract.
<b>Software Deliverables</b>	The Software provided under this Contract and any Enhancements.
<b>Software License</b>	Licenses provided to the State under this Contract.
<b>Solution</b>	The Solution consists of the total Solution, which includes, without limitation, Software and Services, addressing the requirements and terms of the Contract Specifications as a response to this RFP.
<b>Specifications</b>	The written Specifications that set forth the requirements which include, without limitation, this RFP, the Proposal, the Contract, any performance standards, Documentation, applicable State and federal policies, laws and regulations, State technical standards.

	subsequent State-approved Deliverables, and other Specifications and requirements described in the Contract Documents. The Specifications are, by this reference, made a part of the Contract as though completely set forth herein.
<b>Standard Operating Procedure (SOP)</b>	Is a set of step-by-step instructions compiled by an organization for users to carry out complex routine operations. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication within the organization.
<b>State</b>	STATE is defined as: State of New Hampshire Department of Administrative Services 20 Capitol Street Concord, NH 03301 The term "State" shall include all state agencies.
<b>Statement of Work (SOW)</b>	A Statement of Work clearly defines the basic requirements and objectives of a Project. The Statement of Work also defines a high level view of the architecture, performance and design requirements, the roles and responsibilities of the State and the Contractor. The SOW defines the results that the Contractor remains responsible and accountable for achieving.
<b>State's Confidential Records</b>	State's information regardless of its form that is not subject to public disclosure under applicable state and federal laws and regulations, including but not limited to RSA Chapter 91-A.
<b>State Data</b>	Any information contained within State systems, in electronic or paper format.
<b>State Fiscal Year (SFY)</b>	The New Hampshire State Fiscal Year extends from July 1st through June 30th of the following calendar year.

<b>State's Project Manager (PM)</b>	State's representative with regard to Project management and technical matters. Agency Project Managers are responsible for review and Acceptance of specific Contract Deliverables, invoice sign off, and Review and approval of a Change Request (CR).
<b>Subcontractor</b>	A person, partnership, or company not in the employment of, or owned by, the Contractor, which is performing Services under this Contract under a separate Contract with or on behalf of the Contractor.
<b>System</b>	All Software, specified hardware, and interfaces and extensions, integrated and functioning together in accordance with the Specifications.
<b>System Integrator (SI)</b>	A Contractor that specializes in bringing together component subsystems into a whole and ensuring that those subsystems function together, a practice known as system integration. They also solve problems of automation.
<b>TBD</b>	To Be Determined
<b>Term</b>	Period of the Contract from the Effective Date through Contract End Date.
<b>Test Plan</b>	A plan, integrated in the Work Plan, to verify the code (new or changed) works to fulfill the requirements of the Project. It may consist of a timeline, a series of tests and test Data, test scripts and reports for the test results as well as a tracking mechanism.
<b>Using Agency</b>	A State of New Hampshire Agency that submitted a request for a quote from vendor(s).
<b>Verification</b>	Supports the confirmation of authority to enter a computer system application or network.
<b>Virtual Private Network (VPN)</b>	Extends a private network across a public network, and enables users to send and receive Data across shared or public networks as if their computing devices were directly connected to the private network.



<b>Warranty Period</b>	A period of coverage during which the contracted Contractor is responsible for providing a guarantee for products and services delivered as defined in the contract.
<b>Work Hours</b>	Contractor personnel shall provide Services between the Work Hours as identified by the requesting State Agency, excluding State of New Hampshire holidays. Changes to this schedule may be made upon agreement with the State Project Manager. State holidays are: New Year's Day, Martin Luther King Day, President's Day, Memorial Day, July 4 <sup>th</sup> , Labor Day, Veterans Day, Thanksgiving Day, the day after Thanksgiving Day, and Christmas Day. Specific dates will be provided upon request.
<b>Work Plan</b>	The overall plan of activities for the Project created in accordance with the RFQ/SOW. The plan and delineation of tasks, activities and events to be performed and Deliverables to be produced under the Project. The Work Plan shall include a detailed description of the Schedule, tasks/activities, Deliverables, critical events, task dependencies, and the resources that would lead and/or participate on each task.

**EXHIBIT C  
METHOD OF PAYMENT**

**1. CONTRACT PRICE**

The Contractor hereby agrees to provide Salesforce Professional services in complete compliance with the terms and conditions of this Agreement and any future Statement of Work awarded to the Contractor. The Contractor acknowledges and agrees that this is a not-to-exceed Agreement with an aggregate price limitation of \$10,000,000.00 for all future SOW. This price limitation is shared between multiple vendors, and no funds will be paid to the Contractor once the price limitation is reached. This price limitation is not considered a guaranteed or minimum figure; however it shall be considered a maximum figure for all future SOW from the effective date through the expiration date as indicated in Form P-37 Block 1.7.

Both Parties acknowledge and agree that this Contract shall not be exclusive in any respect.

**2. PRICING STRUCTURE**

Contractor shall provide the services at the not-to-exceed hourly rates set in the Table below. This pricing for hourly staff or Project staffing shall be effective for the term of this Contract, any extensions thereof and the Statement of Work.

Position	Year 1 Contract Approval - 12/31/21	Year 2 1/1/22 - 12/31/22	Year 3 1/1/23 - 12/31/23
	Hourly Rate Not to Exceed	Hourly Rate Not to Exceed	Hourly Rate Not to Exceed
Program Manager	\$245.00	\$252.35	\$259.92
Scrum Master	\$205.00	\$211.15	\$217.48
Salesforce Technical Architect	\$255.00	\$262.65	\$270.53
Salesforce Administrator	\$215.00	\$221.45	\$228.09
Salesforce Platform Developer	\$215.00	\$221.45	\$228.09
Salesforce Data Architect	\$255.00	\$262.65	\$270.53
Salesforce Business Analyst	\$190.00	\$195.70	\$201.57
Salesforce Training Consultant	\$205.00	\$211.15	\$217.48

**3. FUTURE PRICING REQUESTS**

The State reserves the right to either seek additional discounts from Contractor or to contract separately for a single purchase, if in the judgment of the State, the Project required is sufficiently large, to enable the State to realize a cost savings, over and above the prices set forth in Exhibit C Section 2, whether or not such a savings actually occurs.

**4. INVOICE**

Itemized invoices shall be submitted to the requesting agency after the completion of the job/services and shall include a brief description of the work done along with the location of work.

Contractor shall be paid within 30 days after receipt of properly documented invoice and acceptance of the work to the State's satisfaction.

**5. PAYMENT.**

Payments may be made via ACH or P-Card. Use the following link to enroll with the State Treasury for ACH payments: <https://www.nh.gov/treasury>

**EXHIBIT D**

RFP #2425-21 is incorporated here within.

**EXHIBIT E – Salesforce Managed Services RFQ Worksheet/Template**

**Purpose:** To request a proposal from prequalified Salesforce Managed Services vendors for a specific Scope of Work. All Statements of Work shall adhere to this worksheet. All the terms and conditions within the Salesforce Managed Services Contract RFP 2348-21 are applicable to this scope of work.

Salesforce Professional Services Managed Services RFQ	
<b>INFORMATION</b>	
Date: MM/DD/YYYY	Proposal Due Date: MM/DD/YYYY
Project Name:	
Agency Supported:	Submitter: <Name> <Title> <Contact Information>
Mandatory Expertise or Contractor Qualifications: • Text	
Key Staff Required with Subject Matter Expertise: • Staff assigned to the following roles shall have knowledge of (X) Programs and experience with (X) requirements o <u>Staff Title</u> – Text o <u>Staff Title</u> – Text	
Sample Work plan and Methodology Required?	Key Contractor Staff Resumes Required?
Compliance Requirements:	
<b>STATEMENT OF WORK</b>	
Project Overview: Describe how the work will meet statutory/regulatory/business requirements for the Agency that is associated with the project.	
Background and Current Processes:	
Assumptions/Risk Mitigation Plan:	
<b>PROJECT DELIVERABLES AND MILESTONES</b>	
Deliverables:	

Milestones:

**INTERFACE REQUIREMENTS**

Interfaces Required?

Assumptions/Risk Mitigation Plan

**STATE TEAM**

**SOW Project Manager**  
<Name>  
<Title>  
<Contact Information>

**Key Team Members**  
<Role>  
<Name>  
<Title>  
<Contact Information>  
  
<Role>  
<Name>  
<Title>  
<Contact Information>

**Evaluation Criteria (for SOW awards)**  
All awards for the SOW will be based on the following criteria. (The agency will select award criteria and point allocations.)  
For example purposes only:  
1. Ability to meet "Mandatory Expertise or Contractor Qualifications" – 30 Points  
2. Ability to meet "Key Staff Required with Subject Matter Expertise" – 20 Points  
3. Optional interviews as deemed necessary by the State – 20 Points  
4. Total cost – 30 Points  
*Note: Points must total 100.*









# New Hampshire Salesforce Contract

Final Audit Report

2021-07-21

Created:	2021-07-21
By:	Claire Farrell (claire.farrell@slalom.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAJWUXFXoZLIQX42:FggUX58e1hx5oYqQc

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-  Document created by Claire Farrell (claire.farrell@slalom.com)  
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-  Claire Farrell (claire.farrell@slalom.com) replaced signer russell@slalom.com with Russell Norris (russelln@slalom.com)  
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